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1889



1964

PROFILES IN LEADERSHIP

A CONCISE CHRONICLE OF ACCOMPLISHMENT TO COMMEMORATE
THE SEVENTY-FIFTH ANNIVERSARY OF
THE DOMINION LIFE ASSURANCE COMPANY



*"The institution is but
the lengthened
shadow of a man"*

(EMERSON)

INTRODUCTION

The Diamond Jubilee of our Company is a proud moment in its history. It is a time to both reflect on the past and to look ahead. Our past is important to us, because it is a history that is crowded with accomplishment. At the risk of extravagance, I would venture to say, remarkable accomplishment.


The Company's progress has been vitally influenced by the contributions of many devoted employees. It would be virtually impossible to list them all in this chronicle. Consequently we have chosen to illustrate the careers of the Company's three Executive Heads over the past seventy-five years. Their

character, their principles and their vision have helped greatly to shape the foundations of Dominion Life.

We recount their story with the hope that a new awareness of their contributions will serve to illustrate the very real substance of the Company.

We are also hopeful that their dedication will be a source of inspiration to all of us as Dominion Life moves to meet the challenge of the space age before it.

Sincerely,



PRESIDENT

THE GROUNDBREAKER

The decade known as the 1880's was a time that saw a young new nation getting set to flex its muscles. Electricity was put to use commercially for the first time. The ladies (bless 'em) finally had their way, and the first votes for women were cast in the Ontario municipal elections of 1884. The dream of a transcontinental railroad became reality, with the driving of the last spike in the CPR, at Craigallachie, British Columbia. And the famous Welland Canal opened for business in 1887.

In the last week of March, 1888, the village of Waterloo was awakening to spring. The ice and snow were on their way out and soon the village would have to cope with the problem of muddy roads. But with the coming of spring came the inevitable lift and stirring of spirits among those who were anxious to get on with the job of building.

This spring was to be an important one for a short, energetic, forty-seven-year-old Waterloo resident named Thomas Hilliard. A former school teacher, journalist, printer and lay preacher, Hilliard was a man of strong convictions and considerable accomplishment.

Thomas was the son of John and Anne Hilliard. He was born in Fermanagh, Ireland, in 1841 and emigrated to Canada, with his parents, in 1847. The family settled at Bolton, Ontario, where John Hilliard practised his weaver's trade and got on with the job of raising his family. Young Thomas did his parents proud by completing his education and acquiring a

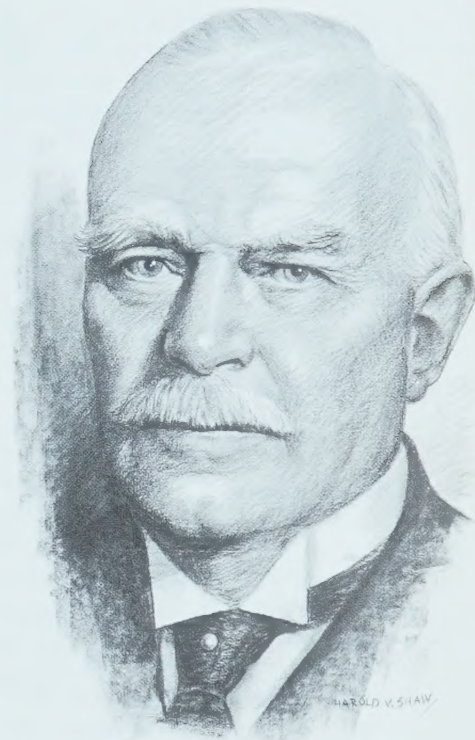
special license to teach school before he was out of his teens.

After a short period spent teaching at Elmira, Ontario, Hilliard went on to become School Inspector, a position which he held for some twelve years. For a man of his vitality, however, teaching was not enough. In 1868 he purchased the Glen Allen Maple Leaf and embarked on a career in journalism. The following year Hilliard purchased the Waterloo Chronicle which he edited until 1888, when he sold it to David Bean, another former school teacher.

It was during this time that Hilliard began to develop an interest in life insurance. His newspapers handled the printing requirements for the Ontario Mutual Life Assurance Company. As his interest in insurance began to grow so did his conviction of its worth. And in 1886, he began to act as an Agent and Inspector for the Temperance and General Life Insurance Company.

Among other things, Thomas Hilliard was a man of strong religious beliefs. He was a straight-backed, no-nonsense Methodist lay preacher and his particular enemy was "demon rum". This probably accounted for his association with the Temperance and General, a company that offered particularly attractive life insurance benefits to abstainers. Hilliard saw this company as a powerful force for good in the total war that was being waged against liquor in the Province.

Growing up in an immigrant family, where money was scarce, was probably the cause of his tight-fistedness, a trait that became most evident later on when he actively entered the life insurance business. Nor did he permit any interference or opposition, even from people much his senior.



THOMAS HILLIARD
Chief Executive, July 12, 1889 to February 14, 1919

C. HENDRY, President

C. M. TAYLOR, Secretary



WHEN WRITING
ABOUT A POLICY PLEASE GIVE
THE NUMBER



Waterloo, Ont. Oct 23rd 1888

Epistle of Jeremiah to James

To our returned friend "James"

Grace Greeting

The bearer of this letter is our beloved friend and brother
"Thomas"

Hilliard of Waterloo

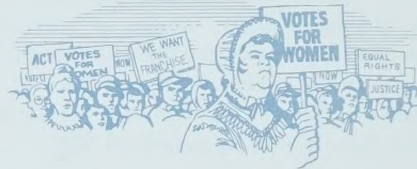
We whom and in whose welfare we are deeply interested
He comes with tidings of great joy to our brethren in
Brantford, and I pray that you may give heed to his words of
kindness, in order that after you have passed safely through
this transient life, your much beloved wife and children may
rise up and call you blessed among all men, inasmuch as you
have hearkened unto the words and warnings of our friend
and benefactor

"Thomas."

Kindly see that our friends in Brantford are duly introduced to our
good brother Hilliard, and are fully instructed in their duties
towards their respective families, and to mankind in general.

In short kindly assist our friend in placing the Dominion
Life Assurance Co. in its proper light and position among the
good citizens of the good City of Brantford
Great Peace be unto you and them
Your friend "Jeremiah" B. Hughes

Indeed, he was the perfect product of an era: a time when it was more important to be respected than to be liked, and when both politics and religion were taken very seriously. To be born a Methodist, Presbyterian or an Anglican; a Grit or a Tory, was to die as such. Responsible people neither changed, nor were they expected to change, their politics or their religion.



In 1866 young Thomas married Catherine Sauder and their union was blessed with ten children. He ruled his family with an iron hand, the perfect example of the Victorian patriarch. His strong Methodist convictions were never more evident than in his approach to family life.

Such was the Thomas Hilliard that we meet in the Village of Waterloo in 1888.

On the particular March morning in question Thomas Hilliard found himself discussing the events of the week with some of his cronies in Simon Snyder's Drug Store. It was a gathering of the elite, because the gentlemen present represented a responsible cross-section of the Waterloo business community.

Mr. I. E. Bowman was a Member of Parliament and President of The Mercantile Fire Insurance Company, as well as President of The Ontario Mutual Life

Assurance Company. Mr. P. H. Sims was the Secretary of the Mercantile. John Shuh, the President of Waterloo Wooden Manufacturing Company, was also the owner of a prosperous general store and one of the founders of The Waterloo Mutual Fire Insurance Company. Simon Snyder, owner of the drug store, was also an agent for The Great North West Telegraph Company. All of them had been most successful financially, with the exception of Thomas Hilliard.

Although eminently respectable, teaching and running a weekly newspaper were not particularly lucrative vocations. And though Hilliard was reasonably successful in both, they were not able to hold his continuing interest. Thus, finding himself without any real challenge and restless with the stirrings of spring, Thomas indicated that he had an open mind to any suggestions the group might make.

According to the records, it was Snyder who suggested the formation of a new life insurance company.

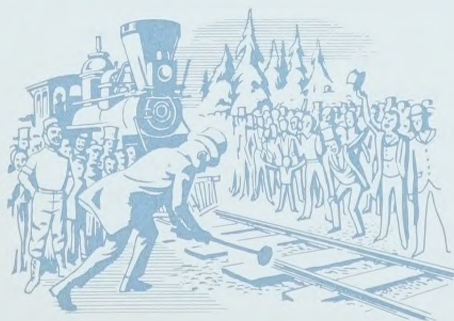
This suggestion triggered an enthusiastic and far-reaching discussion among members of the "hot stove" committee. Perhaps most significant was the fact that the *feasibility* of a new life insurance company was not the real topic of this animated conversation but rather, *what kind of new life insurance company*. Should it be a mutual company or a stock company?

While it was theoretically possible to start a mutual company, there were so many practical difficulties in the way that there seemed no point in considering this approach. On the other hand, a stock company formed along the same lines as those current in Toronto, was bound to present great problems in

ultraconservative Waterloo County. Hilliard was doubtful about the prospect of raising the required amount of capital — the people of Waterloo were not exactly notorious gamblers. And Waterloo, after all, was where the stock had to be sold.

Another animated meeting ensued at which the state of the economy was analysed. It was considered to be healthy. Then the group came to the inevitable, "now-or-never" conclusion. Thomas Hilliard, with his Irish dexterity working hard for him, made his decision, too. A new life insurance company would be formed; the capital for it would be raised from stock issues sold in Waterloo County, and they would be sold by Thomas Hilliard.

The "hot stove" committee was infected by his enthusiasm. The members decided to demonstrate their faith in the new venture to the community. A subscription book was opened. Altogether they subscribed \$65,000 right on the spot. Twenty-five per cent was to be paid when called for. This gesture provided substantial sales ammunition for Thomas Hilliard.



No premium was charged in connection with the stock subscribed. And the failure to do so was, perhaps, the only serious error in the plans of the promoters. The practice of selling stock at premium in order to provide for the temporary outlay needed to put a goodly amount of business on the books, was not in general use at the time.

Hilliard was instructed to secure \$250,000 in good reliable subscriptions and, if possible, to secure Incorporation by an act of the Dominion Parliament. No commission was to be paid to anyone for selling stock. He was also charged with the responsibility for the preparation of books, tables of premiums, and forms for the transaction of business; all on a very restricted budget.

Thomas Hilliard's compassion for his fellow men was his one great strength during the delicate days of Dominion Life's formation. His unshakable belief in the need for insurance and its resultant benefits to families in need drove him on. Within days of the decision to form the new Company, Hilliard had prepared a prospectus and had embarked on a sales career that can only be described as phenomenal. Too often, as a member of the super-annuation board of the Methodist Church, he had seen large families crushed by the loss of a breadwinner. He was appalled by the woefully inadequate funds the Church had available for their relief. Insurance, not surprisingly, became his passion.

By May of 1889 the amount of \$250,000 had been raised and by June of 1889 it had been increased to \$260,000. And much to the delight of the Board of Directors, this objective had been reached at small expense to the Company. Hilliard's expense

account for fifteen months of organization amounted to \$1,329 which included an \$800 honorarium for his work.

The Company received its Charter on July 12, 1889. At its first board meeting Thomas Hilliard was appointed Managing Director.

His secretary, Miss Emma Roos was also hired at that meeting. A quiet and retiring person, Emma possessed the same dedicated qualities as her new employer. She was not afraid of hard work. In fact, she stayed on the job until a few days before her death in 1917. Her salary when she joined the Company was \$250 per year. Hilliard's was a mere \$1,200.



Together Thomas and Miss Roos set up shop in a tiny office on the second floor of The Waterloo Mutual Fire Insurance Company. The office was leased on a five-year basis and the rent came to

\$200 annually. Because of Hilliard's frugality and prudence, payment of the rent, we're happy to say, was never a problem.

The time had now come for the new Managing Director to show results. The fourteen-hour day and the six-day week continued; Hilliard was often out on the road as early as six a.m., with a neat list of prospects tucked in his bag. In the seven weeks that followed the granting of the Charter, Hilliard signed up ninety-seven policyholders, many of whom had previously purchased stock in the Company. This meant that he had averaged two and one-quarter sales a day.

To give you some idea of the hardships faced by Hilliard let us follow him through one of his winter trips to the country. Up before dawn, breakfast, and then to the stable to hitch his mare to the cutter. Wearing a coonskin fur coat and cap, with oven bricks and a buffalo robe to keep him warm, he set out into the snowy countryside. The temperature was zero and the roads were plugged with drifts. A strong north-west wind was rapidly filling up with snow those passages that had been dug out the day before. It was a day to stay at home. But Thomas Hilliard was not a man to be held back by bad weather.

Two miles from town he found the road level with the fence-tops. The only way to make any progress was to drive over the fence and into the fields where the snow was less deep. And this he did, for he was absolutely determined to make two calls that day. One was to a Methodist preacher and the other to a farmer who was a prominent Methodist

layman. He felt sure that he could interest them both in life insurance policies.

By eleven a.m. he had arrived at the preacher's parsonage. Nothing was said about life insurance until after the noon meal. Thomas never hurried to present the life insurance idea. He waited until the atmosphere had become completely relaxed and congenial. His sales approach capitalized not so much on the actual benefits of insurance but more on the confidence the people had in his integrity. For the average person in those days knew very little about life insurance.



Presently the conversation came round to the subject of a mutual friend (a clergyman) who had recently passed away, leaving his family in dire circumstances. The prospect's wife had remarked that, with four small children, she couldn't see how the poor widow would manage. Hilliard replied, "Yes, it's a pity. I talked to John about insurance just four weeks before his death. Unfortunately, I couldn't interest him in a policy. He simply said that he had quite a number of good years yet."

Hilliard did not pursue the topic, but he noticed that his host was taking it all in. He was about to take his leave of the family when the preacher

suddenly said, "Say, I wonder if you would tell us more about the insurance that you have to sell." Before he left, Mr. Hilliard had an application for a two thousand-dollar policy. All he had to do was bring the subject of a recent death into the conversation. In those days, death was always just outside the door and far more real in people's minds than it is today.

His next stop was just a few more miles down the road. With the weather as it was, Hilliard took several hours to make the drive. Much the same thing happened at the layman's home as at the preacher's. And once again Hilliard let the prospect sell himself.

Something fundamental can be learned from these two little anecdotes about Thomas Hilliard: the immense importance of developing confidence in yourself among your prospects. The purchase of life insurance is very personal and not something that can be approached without sympathetic understanding on the part of the salesman.

During his first year, Thomas Hilliard set himself a goal of \$400,000 of insurance in force. It was an unrealistic objective. At the end of his first year he had achieved only half that figure; some \$231,000 was sold, in one hundred and fifty-eight policies. However, by the end of the year 1890, the objective had been reached and passed. Three hundred and seventy-four policies were in force for a total of \$592,000. Quite an enviable record considering the times and the hazards of selling life insurance to people who did not understand it.

In 1892, with the Company's fortune on the upswing, Hilliard added another employee to his

staff. We rather suspect that this was not without some influence from Emma. Her relative Peter Roos joined the Company as an accountant. There is certainly no doubt as to his competence but he did have one rather unsettling attribute. His hobby was selling life insurance, and keeping him in the office was always something of a problem.

Peter was Accountant from 1892 until 1906 when he was promoted to the position of Treasurer. In 1910 he rose to Secretary-Treasurer, a position which he held until 1918.

By that time it became apparent that the positions of financial housekeeper and supersalesman were not compatible, so Peter elected to pursue a sales career, and for many years he was one of the Company's leading producers. He went on to become a Branch Manager in 1918 and by 1936, when he retired he was firmly established as "Mr. Insurance" in Waterloo County. He continued to be active as a leading producer until his death in 1955.

The fourth member of Dominion's early staff was hired in 1895 by Thomas Hilliard. He was a junior clerk by the name of Ford S. Kumpf. A delightful rebel, this young whipper-snapper brought considerable sunshine into Head Office. And although his personality could in no way be considered similar to that of his straight-laced employer, Ford Kumpf's hiring can be considered a tribute to the founder's insight.

To satisfy the board that a staff of this size was really necessary, Hilliard composed the following report:

Extract from

*Managing Director's Report for September, 1897
To the Executive Committee —
Gentlemen:*

For the information of the Committee, I beg to report the following as the present arrangement of work in the Office, specifying the duties of each person employed.

1. Mr. Kumpf — Keeps Application Register. Writes policies, issues and copies same with accounts and receipts belonging thereto. Issues notices of premiums and premium notes falling due, and acknowledges payment thereof. Keeps Medical Ledger. Copies letters and accounts and mails all postal matter and keeps register of same.

2. Mr. Roos — Is Accountant. Takes charge of cash, keeps cash book and General Ledger. Does banking. Keeps Mortgage Book, attends to collection of interest on investments and renewal of Fire Insurance.

3. Miss Roos — Keeps Agents' Ledger and Monthly Accounts with agents, also a Premium Book. Keeps the Termination Book. Does correspondence and typewrites and assists Manager in Actuarial work.

4. The Manager — keeps a Premium Book, the Policy Ledger, the Cost Book and the Valuation Record. Does the Actuarial work generally and the more important correspondence, and has general oversight and direction of the business as a whole.

Confirmed — October 19, 1897.

*C. Kumpf
Vice-Pres.*

*Thos. Hilliard
Managing Director*

With the coming of the 1890's the sands of Canada's destiny began to shift considerably and Hilliard was quick to anticipate the change. The rural insurance prospect, although still very important, was no longer the only one. "Citified" people began to represent an increasingly important market. But selling *them* was an entirely different proposition.

Hilliard was aware of the fact that this changing pattern would provoke competition where there was none before. The smart thing to do, obviously, was to talk to the competition and set the ground rules straight. Thomas Hilliard was very much in the forefront when the Society of Life Insurance Managers was organized in 1894.

In 1900 the Society's name was changed to The Canadian Life Insurance Officers Association. Dominion Life was a charter member, and Hilliard, through the Association, was in part responsible for the formation of a code of business ethics, and for such innovations as penalties for rebating, regulation of policy provisions, and even joint advertising. He was President of the Association in 1904-5; the seventh President.

The 1890's were important growth years for the Company, too. It was during these years that Hilliard began to organize the Company's sales force. This phase of the Company's development was probably one of the most important and difficult tasks that Hilliard ever undertook. The acquisition of top calibre field agents was, of necessity, a hit-and-miss affair. Getting around was still quite a problem.

For the most part, the hiring of agents was done

by reputation though there was also some advertising for personnel. Nevertheless, during the 90's most of western and central Ontario was organized with excellent field representatives.



Manitoba was organized in '98. In 1903 Thomas Hilliard's foresight was again demonstrated when the Company looked westward for mortgage opportunities. Interest rates there ranged from eight to ten per cent as compared with rates as low as 5½ per cent in Ontario.

For the next fifteen years the need to expand in order to capitalize on the opportunities the country offered pre-occupied Mr. Hilliard. The immigrant boom, and the development of the Canadian West captured his fancy. So in 1906, he decided, with characteristic tenacity, to go and see for himself.

True to form, he elected to travel tourist class.

Through Winnipeg, Moose Jaw, Calgary and Edmonton he focused a shrewd eye on the Western economy and returned to urge even more investment in this lucrative territory. This was a suggestion roundly applauded by the Board of Directors.

Back home in Waterloo, he authorized a further liberalization of the Company's policies including the introduction of the thirty days of grace clause for

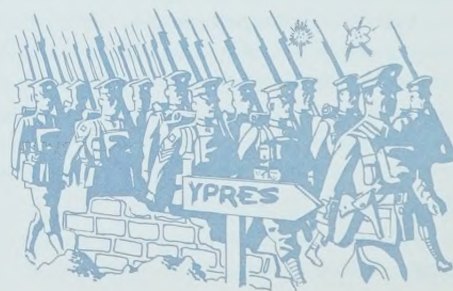
payment of premiums. This was a seemingly unimportant benefit at the time, but was, and still is, a lifesaver to many policyholders.

On December 18th, 1908, an offer was made by the Directors to purchase the Mutual Life Building, on Erb Street in Waterloo. And in 1912 the building was finally occupied by Dominion Life. It was another example of the Company's constant move forward.

It was in this same building that the Waterloo Trust and Savings Company had its first office, following its organization. This Company was largely formed by Dominion Life Directors. Thomas Hilliard was elected its first President in 1913. Today the Waterloo Trust is considered to be one of the most outstanding Trust and Mortgage companies in Canada, a tribute to Hilliard and the far-sighted men of his era.

Then came 1914. War!

The great war hurled unprecedented challenges at Canadian life insurance companies. There were no ground rules to follow. It was a situation that demanded a cool head, an understanding heart and great patriotism. Fortunately Thomas Hilliard had an



abundance of each. To assist in the war effort, Dominion Life, together with other life insurance companies, invested heavily in Government Bonds. War claims rose to an all-time high, but were honestly and faithfully met by the Company. Chaotic as the war years were, another calamity was soon to strike: the great influenza epidemic of 1918. In some cases claims came in before the policy had reached its holder. At Dominion Life more claims were paid in the last three months of 1918 than in the previous nine months. Fortunately Hilliard's policy of sound economy enabled the Company to meet all of its claims during this disastrous period.

In 1919, after thirty years of dedicated service, the "Groundbreaker" retired as Managing Director, but continued in the office of President. Tribute upon glowing tribute was rendered him. But his achievement as founder and developer of the Company can be considered the greatest tribute of all.

At the end of the third decade under Mr. Hilliard, business in force had reached an impressive figure of over 35 million dollars and the Head Office staff numbered forty-one people.



DR. HILLIARD RETIRES — At a ceremony following the meeting of the Board of Directors in January, 1963, Dr. W. L. Hilliard, son of the founder of the Company, who retired after serving as a Director of The Dominion Life Assurance Company for 45 years, was presented with a sterling silver rosebowl, to mark the occasion. Seen at the presentation are (left to right): Wilfred L. Hilliard, son of Dr. Hilliard, who had recently retired as Associate Actuary of the Company and who was the third generation of Hilliards to play an important role in the affairs of the Dominion Life; Dr. Hilliard (seated) and Edward D. Auer, of Fort Wayne, retiring Chairman of the Board of Directors, who made the presentation. In the background is seen a painting of Dr. Hilliard's father, Thomas L. Hilliard, founder of the Company.



The picture to the left is a view of Waterloo's main street with the decorative arch erected in connection with one of the town's "Singing Festivals" which had international appeal in the early days. The Building to the right still stands but has been completely modernized and still houses the Waterloo Mutual Insurance Company. The Dominion Life occupied one room in this building in 1889. In 1890, Waterloo had four other insurance companies: The Ontario Mutual Life Assurance Company, The Waterloo Mutual Fire Insurance Company, The Mercantile Fire Insurance Company and The North Waterloo Farmers Mutual Insurance Company.

Left below, on this page, is a reproduction of an old-time salary record for the month of May, 1898 and to the right is the interior of the first head office where Mr. Ford S. Kumpf, the Company's second Managing Director, started his career as an office boy in 1895 with a salary of \$2.50 a week.

DOMINION LIFE ASSURANCE COMPANY
INCORPORATED IN CANADA
SUBSCRIBED CAPITAL \$257,600 PAID UP CAPITAL \$54,400

Dominion Life Assurance Company.

HEAD OFFICE, WATERLOO, ONT.

TRUSTEES
 JOHN A. HILLIARD
 JOHN A. HILLIARD

AMES INNES M.P.
 PRESIDENT

CHR. KUMPF
 VICE-PRES. DEPT.

WATERLOO, ONT.

May 31st 1898

N.O. Salaries for May 1898

<i>John Hilliard</i>	<i>\$150.00</i>	<i>Recd Pay</i>	<i>John Hilliard</i>
<i>Miss Ross</i>	<i>34.50</i>	<i>D D</i>	<i>E.P. Ross</i>
<i>E.P. Ross</i>	<i>40.00</i>	<i>D D</i>	<i>Arline</i>
<i>F.S. Kumpf</i>	<i>\$25.00</i>	<i>D D</i>	<i>Ford Kumpf</i>
	<i>252.50</i>		



POLICY NO.

Incorporated by Act of Parliament 1889

SUM ASSURED

DOMINION Life ASSURANCE CO.

AUTHORIZED CAPITAL \$1,000,000.
GOV'T DEPOSIT AT OTTAWA \$50,000.

Waterloo, Ont.

SUBSCRIBED CAPITAL \$277,600.
PAID UP CAPITAL \$64,400.

Plan
Section

By this Policy of Assurance

Premium \$
Age

IN CONSIDERATION OF the agreements, statements and representations contained in the Application for this Policy, which the assured warrants to be true, and which are hereby made a part of this contract, and in further consideration of the sum of 1000.00 DOLLARS, and 1000.00 Cents, to be to them duly paid on the First day of January 1889 as a premium for 12 calendar months, and of the payment of a like amount on the First day of January next and 12 yearly thereafter, on the same date in every year during the continuance of this Policy until 1899 full yearly premiums shall have been paid, after which no further premium shall be required.

THE DOMINION LIFE ASSURANCE COMPANY

Hereby Assures the life of Peter H. Sims (herein called the Assured) of the County of Waterloo in the Province of Ontario and Province of Canada.

In 1889, the Company's policy form was much larger than it is today, measuring 16 inches across. As will be seen also, it was much more elaborate in design. The above is a reproduction of Policy #3 for \$5,000, dated December 27th 1889. The policy was issued on the life of Peter H. Sims who was one of the Company's first Directors.

4	0	
80	6,000	
10	10,000	
10	10,000	
15	5,000	
100	10,000	
20	5,000	
50	5,000	
10	10,000	
100	10,000	
20	2,000	

Pictured below, is an interesting historical photograph of the old Zimmerman House in about the year 1890. This building, which is now the Hotel Waterloo, is located on one of Waterloo's "main corners". The Hotel Waterloo is still in existence and even today the company holds some of its meetings and social gatherings at this location.





November 11, 1918! The First World War reached its climax with the Armistice Day celebrations depicted in the old photograph above. The bandstand is on the lawn in front of Waterloo's Town Hall while to the far right is the original head office of the Waterloo Trust & Savings Company.

Our Head Office shown here is our first "Home of Our Own". In 1912, this building was occupied by the company. The former Mutual Life building provided excellent accommodation. It was well located in the centre of Waterloo, on Erb Street near King, and served the company until 1954.

Our staff in 1916 on the steps of the head office building in Waterloo.

Front row: Mr. Thomas Hilliard; Miss Rose Moogk; Miss Lorna Mather; Miss Mabel Clark; Miss Vera Bruegeman; Miss Emma Roos; Mr. P. H. Roos; Mr. C. Huenergard.

Centre row: Mrs. Lilly Flynn; Miss Sadie Strasser; Miss Kathleen White; Mrs. Emily Martin; Mr. Walter Gies.

Back row: Mr. A. J. Huenergard; Mr. M. P. Langstaff; Mr. Nathaniel Stroh; Mr. Vernon Snider; Mr. Elmer Meyer.



THE DEVELOPER

The year 1919 was momentous in many ways. Sir John Alcock and Sir Arthur Brown won the Daily Mail's £10,000 prize for their 15 hour, 57 minute flight from Newfoundland to Ireland. A month earlier, Commander Albert Read flew a U.S. Navy seaplane from "Newfie" to Portugal with a 10 day stopover at the Azores. And in 1919 the Canadian National Railway was organized. It was what you might call the age of "getting around".

It was also the year that the Dominion Life appointed to the position of Managing Director, a sales-minded, executive whose promotional gifts helped to expand the Company from coast to coast, Mr. Ford S. Kumpf. In those days Public Relations was a term that had yet to be heard. But even then, Ford Kumpf's magnetic personality contained all of the necessary ingredients to make him a top-flight "PR" man. In distinct contrast to his predecessor, the new Managing Director was an outgoing, jovial extrovert who had the magic quality of the spell-binder. And over the next turbulent quarter century he was to use this capacity to good effect.

As you will recall, we were first introduced to Ford Kumpf when he joined the Company as an office boy, in 1895. He remained with the Company until 1900, with increasing responsibilities. We can only surmise what his attitudes were during this period; certainly he was a devoted and conscientious employee. But working in close proximity to Thomas Hilliard, a man whose views might be considered somewhat contradictory to Mr. Kumpf's, must have called for considerable diplomacy.

Personality is often said to be the result of a combination of heredity and environment. And it is certain that these played a great part in the development of Ford Kumpf. Born of a German father and an Irish mother, he had a complex nature that combined the best of both races.

Frequently, he would report to work in the morning displaying a typical German thoroughness in his approach to the problems of the day. But by noon, after a good meal, the ebullience and impulsiveness of his Irish ancestry would emerge. This was the part of him that was almost impossible to second guess. It was also the part of him that was to push the Company ahead by leaps and bounds.

We can only guess that by 1900 Ford Kumpf had become discontented with his career at Dominion. He left to work for a shirt company. This career, however, was short-lived and he turned his hand to journalism. For three years he was an ace reporter for the Berlin News-Record. This was a part of his life to which he often referred in later years and was perhaps the chief cause of his developing an almost insatiable curiosity.

In 1904, he became Town Clerk and Treasurer of Waterloo. In this capacity (a position he held until 1914) he undoubtedly developed the skillful management of irascible politicians. "Make them think they thought of it themselves," might well have been his *modus operandi* during these busy ten years.

Four years following the death of Mr. Christian Kumpf, one of the Company's founders and its third President, Mr. Ford Kumpf succeeded his father on the Board of Directors. This was in 1909 when he was age 32—the youngest man ever to be appointed



FORD S. KUMPF

Chief Executive, February 14, 1919 to February 9, 1945

to the Board. The young man began to make his mark as a director and one of the first to recognize his talents was Thomas Hilliard.

Consequently, in 1914, Mr. Kumpf was approached to take on a special assignment. If the Company was to expand its efforts and develop its potential, the Canadian West was obviously the place to do it. Mr. Kumpf accompanied the President on a trip to the Prairie Provinces to investigate the Company's operations, and to make recommendations.



The following year he was offered a permanent position with the Company, and was named Assistant Manager. In 1918 his title was changed to Assistant General Manager.

Ford Kumpf's dual personality contributed to a number of anecdotes that describe him perfectly. He could arrive in the office in the morning and with a brief glance would spot the smallest thing wrong. It would be corrected immediately or he'd know the reason why.

On the other hand, he was generous to a fault. According to one source, he popped into the office one day and asked who owned a butcher shop up

the street. When he was told the man's name, he didn't recognize it. When asked the reason for his curiosity, he replied that he had just loaned the man seventy-five dollars, so that he could stay in business in Waterloo. Apparently the butcher was unable to pay his meat cutter and Mr. Kumpf was determined to prevent the collapse of this stranger's business. On another occasion he loaned a young man enough money to build himself a house. The man worked and slaved and finally the house was completed. He repaid the loan in small and irregular amounts until one day he'd made the final payment. When Mr. Kumpf received it, he asked the man about interest. Apparently the young man turned white, but replied that certainly interest was in order. Kumpf then asked him what he considered to be a fair rate. There was no reply. Then the benefactor asked the chap if he had enough money for groceries that week. The answer was no. Whereupon Mr. Kumpf said that he felt that ten dollars would make a good rate of interest and handed the young man ten dollars "interest money" to pay for his groceries. It was just another example of this man's depth of understanding, a quality that was soon to be applied to Dominion Life's future.

1919 arrived bright with promise. Mackenzie King began his long reign as Prime Minister of Canada. Banting and Best were soon to discover insulin and the League of Nations was in the conceptual stage. At seventy-eight years of age, Thomas Hilliard stepped down as the chief executive officer, although he continued as President in a world vastly different from the one in which he founded the Company. Dominion's bright young man, Ford S. Kumpf, was elevated to Managing Director.

As one of his first acts upon assuming his new office, Kumpf organized the exclusive Hilliard Club. Membership in the club was open to salesmen who successfully produced a certain amount of business each year. This elite group benefitted from increased earnings and the opportunity to travel and to fraternize with other successful salesmen in convention years.

Following the post war period of readjustment and the minor recession of 1921, the business atmosphere on this continent, from 1923 until the advent of the depression could safely be described as exceptionally favourable. The new Managing Director took the tide at the flood and pressed forward the vigorous development of the various territories in which the Company operated. In 1922 this policy really began to show results. Dominion's expansion program enabled it to take maximum advantage of the unparalleled boom years that were about to follow. These years were to be known as the Golden Age of Life Insurance.



Ford Kumpf was quick to take advantage. It was in 1922 that the Company entered the Province of Quebec; Newfoundland and Jamaica followed in 1927, Michigan in 1930, and Alaska in 1931.

During the twenties it was the personal magnetism of Ford Kumpf that pushed the Company into these

rich new markets. He travelled widely, set up sales meetings and attracted top-flight people into the Dominion family. His greatest medium was the after-dinner speech. His sales policy to his own people was colourful, common sense. No one could dispute his sales tactics and everyone took a leaf from his book. As a result the Dominion Life field representatives could be numbered among the most sincere and dedicated men in Life Insurance. The roaring twenties roared on, and so did Dominion Life's expansion policy. The resources of the Company were used to promote an agency development program and increased sales. To meet the high cost of this program, the Company invested heavily in Western mortgages and lower-quality high-yield securities.



Then came 1929 and the stock market crash. It hit the country like a bombshell. Investments paying high dividends were wiped out. Sound securities were depressed in value. The banks were forced to restrict credit and existing loans were called. In 1932 and '33 additional calamity struck the country and Dominion Life. Drought, dust storms and grasshoppers hit the western provinces. The Company was heavily involved with investments in the west and this added to its difficulties.

Disasters such as these forced tremendous changes. Ford Kumpf had to move quickly and surely to meet

one of the most serious situations in the Company's history. Despite the fact that, personally, he might well have wished for continued expansion, he was quick to realize that consolidation was the only way to meet this crisis.

He gathered around him a team of the Company's most competent officers and laid down a course of action. Herbert Schaus, the man in charge of Head Office and Branch Office administration, was assigned the task of reducing expenses wherever possible. A. N. MacTavish, the Company's actuary, was charged with strengthening reserves and developing new Life Insurance plans that would be more marketable in a drastically different depression environment. J. J. Murray, who was the Superintendent of Agencies at the time, was handed one of the most unpleasant assignments in the group. He had to reduce the Company's sales expenses while endeavouring to maintain production at the highest possible level. Probably one of the most burdensome assignments was given to F. L. Whittaker. He was the man most concerned with the Company's investments. It was his task to salvage whatever he could and then set about rebuilding the Company's investment portfolio. Individually and as a team, this group pitched in and successfully tackled one of the most serious problems the Company had ever faced. Needless to say their efforts were largely responsible for the Company's successful navigation through the troubled waters of the depression.

By 1939 the company had made a significant recovery and was once again looking ahead to further development and growth. The Company entered the Commonwealth of Pennsylvania in

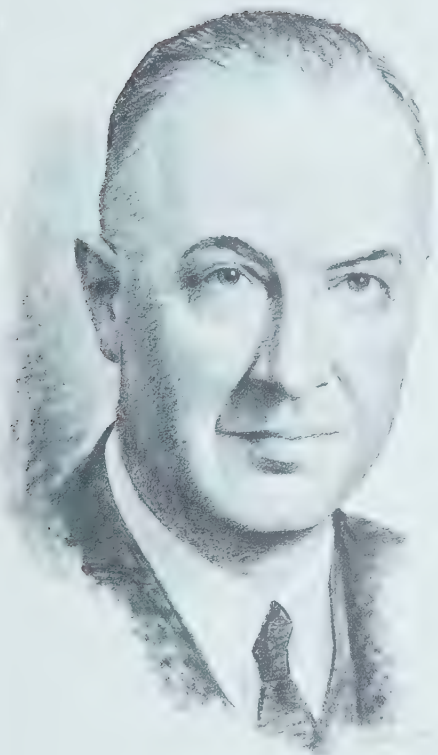
that year. New sales incentives were introduced, but none, perhaps, were more significant than those developed to help celebrate the Company's fiftieth anniversary, in 1939.

The Dominion Security policy (still a leading seller) was introduced at the Company's Jubilee Hilliard Club Conference at the Chateau Frontenac, in Quebec City, in August, 1939. The meeting, under the guidance of J. J. Murray, was one of the most rousing in the Company's history. Despite the enthusiasm of all present, Ford Kumpf's heart was heavy. Political events in Europe occupied much of his thought. Adolph Hitler's preposterous antics had ceased to be amusing. The world was once again moving close to chaos.

The impact of the war years was felt in every phase of our Company activity. A great many of our young men and women enlisted in the army, navy and air force. A number of our promising young people laid down their lives in freedom's cause. From 1939 to 1945 all Company funds available for investment were channelled into the various Victory and War Loans.

When war began, business generally was stagnant until the incessant demand for the sinews of war sparked a synthetic prosperity. The life insurance business was in the doldrums until late in 1942. The





ALFRED S. UPTON

Chief Executive, February 9, 1945 to March 1 1964

THE BUILDER

Back in 1927, the Jubilee year of Confederation, when most young people were running around in coonskin coats, dancing the Charleston and taking flyers on the stock market, a quiet, ambitious young man named Alfred S. Upton sat in a Montreal insurance office thinking about his future. Unlike most of the rip-snorters of the era, he was a planner and liked to know where he was going.

At this particular moment he was working for The Union Mutual Life Insurance Company, of Portland, Maine, and he was disturbed about the prospects for his future with this company. He was rather frustrated too, because a western Canadian insurance company had made him a tentative offer which was not really as sound as it had appeared to be on the surface. It was about this time that fate began to take a hand in the matter.

On a trip to Montreal, Mr. Kumpf visited a bank manager who was a life-long friend with whom he attended high school in Kitchener. He asked him to be on the lookout for a bright young man who might open an office for Dominion Life in the city. As chance would have it, this same bank manager was a friend of Alfred Upton's.

The bank manager eventually got in touch with Ford Kumpf suggesting Mr. Upton as a desirable candidate for the Montreal position. Mr. Kumpf was impressed and dispatched his Superintendent of Agencies to Montreal, to interview Upton. After a

visit to Head Office, Alfred Upton joined Dominion Life. His immediate assignment was to open an office for the Company in Montreal.

Mr. Upton was born in England in 1898. He came to Canada at the age of eight. In 1927, at 29 years of age, he began his remarkable career with the Company he was destined to lead.

His problems started almost the day he joined the Company. Because of certain contractual arrangements that existed with another branch manager in the Province of Quebec, the opening of another office proved to be unworkable. After some discussion, it was decided that Upton should move to Ontario and take up the post of Inspector of Western Ontario Agencies. He accepted this position somewhat reluctantly, since he was disinclined to leave Montreal. Nevertheless he took up the challenge. From that day on he seldom looked back.

Things went along so well in fact, that ten years after he joined the Company, Mr. Upton was promoted to Superintendent of Ontario Agencies. As an Agency Inspector and later as Superintendent of Agencies, the "Builder" had to maintain a firm grasp on the situation, while at the same time translating company policies in meaningful terms to the agents within his sphere of influence. No man could have been better suited to this task.

As mentioned earlier in our story, the great depression hit the Company with devastating impact. Every aspect of the Company's operations was severely affected by the crash. But nowhere was it felt more strongly than in the agency area.

Retrenchment policies had to be implemented. Though many of these policies were highly un-

popular with the Branch Managers, Upton's skillful diplomacy was used to good effect. His duties were performed smoothly and efficiently in the areas for which he was responsible.

In 1941 he was appointed Assistant General Manager, and moved even closer to the nerve centre where policy was being formulated. While Ford Kumpf was steering the Company through these turbulent years, an able administrator was needed to keep his expansion policy within the realm of the practical. And this is where Alfred Upton's star began to shine. He had the capacity to make people feel perfectly at home in his presence which was a great asset to him in his new post. He was a master of the meeting room. Quietly able and perceptive, he could maintain an atmosphere of calm efficiency among the many voices at a meeting.

Where Ford Kumpf constantly preached the doctrine of expansion, Alfred Upton, conservative by nature, made abundantly sure that these ideas were backed by sound, business-like follow-through. He so impressed the Board of Directors of the Company that he was promoted to General Manager in 1945. In 1946, he was elected to the Board of Directors, and his title was changed to Managing Director.

Much can be said of the years between 1945 and 1949. The country might well have faced a period of economic recession. But thanks to the vision and leadership of the late C. D. Howe, Canada made the transition with relative ease. Industry was urged to phase out war-time production and soon after the signing of the unconditional surrender of Japan, most Canadian firms found themselves with the jump on foreign competition. The Crown Corpora-

tions formed during the later war years managed to successfully accomplish the same strategy and though a slight recession did set in it was not sufficient to demoralize the nation.

Nevertheless, Alfred Upton moved with some caution, until company policies had been formulated and a sound course of action had been established. It was reasoned that a country long deprived of luxury goods could hardly be expected to invest its money in life insurance, when new stoves, refrigerators, automobiles and real estate were there for the purchase. Alfred Upton was quick to realize this and use it as his guide.



With a sharp eye on the probables, he set about making ready to take maximum advantage of the opportunities that were just around the corner. The Company entered the States of Delaware and Washington in 1948 and was licensed to operate in New Jersey and Ohio in 1949. The Group Department was organized in 1950 and in the same year the Company obtained its license to write Health insurance.

Alfred Upton's personality and approach to things differed considerably from that of his predecessors. Both Thomas Hilliard and Ford Kumpf had a tendency to be rugged individualists and to operate what might be termed a one-man show. Upton preferred to delegate authority.

The Company's business continued to make gigantic strides forward and its operations became more and more complex. Thus, it became increasingly difficult for a single officer to keep in touch with the detail that such progress brought along.

The time had come to take a close look at the Company's over-all operations. With the far-flung agency network producing a greater volume than ever before in the Company's history; with investment interests more complex and widespread; with Head Office staff numbering over one hundred and fifty... it became increasingly obvious that no one man could keep abreast of all administrative detail. The time had come to reassess the Company's organizational structure with an eye towards a realignment of responsibilities. Early in 1947 he made his first move. It was to be one of many over the next few years.

The first appointment was hastened by an incident in Mr. Upton's life. He was scheduled to undergo surgery for a throat ailment and reacted typically, by announcing to the Board that a second-in-command must be appointed before he could consider entering hospital. As a result, Mr. E. G. Schafer was named Assistant General Manager in 1947 and a new top level organization began to emerge.

Convinced that the heads of the major divisions should have a greater degree of responsibility in their own operational areas, Mr. Upton then moved to create new titles that would reflect his thinking. Assistant General Managers were appointed to head up the Company's four vital Divisions. Mr. Schafer, as Assistant General Manager, was also responsible for the over-all direction of the Actuarial Division.

In 1951, Mr. Steele C. Mackenzie was appointed Assistant General Manager and Superintendent of Agencies; Mr. Herbert Schaus, Assistant General Manager and Secretary and Mr. George F. C. Pangman, Assistant General Manager and Treasurer. Each of the Assistant General Managers was given almost complete autonomy in the running of his Division. A regular Monday morning meeting, presided over by Mr. Upton, became the clearing house for the solution of major problems and the outlining of company policy. This form of organization still stands and is a fitting tribute to the foresight and wisdom of Alfred S. Upton.

The year 1947 was an important year for Dominion Life. For many years it had been apparent to Mr. Upton that the home office was no longer adequate to house the increasing staff. Indeed, the buildings that had been acquired as "temporary" quarters bred nothing but confusion. Obviously thoughts had to be directed toward a solution to this problem. The Company had been considering, for some time, the need for a new Head Office Building, where all departments could be housed under one roof. With the invaluable help of Mr. Kumpf, the purchase of the fifty-six acre Forsyth farm, which adjoined the Westmount Golf and Country Club, was negotiated in 1947. With the help of a planning consultant, the farm was sub-divided into 172 residential building lots, with six acres set aside for the new Head Office Building. By August of 1953 all of the lots in the sub-division had been sold. The proceeds from the sale offset the purchase price of the fifty-six acres and also the development costs. The sub-division provided Dominion Life with an office site free of cost, a situation which, as far as is known, is

unique in the life insurance business. Mr. Upton appointed a Building Committee in 1950, to plan a new home for the Company. On July 30th of 1953 the building contract was awarded and the new Head Office building was on its way to becoming a reality.



The cornerstone was laid by Mr. Ford S. Kumpf, the senior member of the Board of Directors, on May 21st, 1954, and the new building was occupied by the Head Office staff in December, 1954.

After almost 10 years in the new building, it is now apparent that additional space will shortly be required. Recently a new Building Committee was appointed to make its recommendations for a new wing to be added in the near future.

Throughout these years the Company continued to make sound progress. Mr. Upton, in addition to his responsibilities as the Company's Chief Executive, also served on the Officers' Committee of The Canadian Life Insurance Officers Association. He was elected President for the year 1952-53 and presided at the Association's 60th Annual Meeting. For some time Dominion Life's majority stock had

been closely held by a small group of shareholders. This stock had appreciated greatly in value and some of these shareholders were faced with difficult taxation problems. From early in 1956, a number of these majority shareholders began to consider offers for their stock. This gave rise to considerable concern as to who might gain control of the Company. After several months of uncertainty it was learned with considerable relief and satisfaction, that the controlling shares had been sold to The Lincoln National Life Insurance Company of Fort Wayne, Indiana. In his announcement of the change of ownership to all Dominion Life people, Mr. Upton said: "The Lincoln National has experienced a phenomenal growth in its half century of existence. Life insurance in force at the end of 1956 will be in excess of 8 billion dollars. Its Officers are men of outstanding ability and sterling integrity. The Lincoln National commands the respect of the financial world and the life insurance fraternity. They are no strangers to us because for many years we have enjoyed friendly and profitable business relations with them through the exchange of reinsurance.

"I look upon this development as a very sound association between two friendly and successful Companies, which should bring benefit to both. Accordingly, I ask you to join with me in extending a warm welcome to the new principals."

In a similar statement, Mr. Walter O. Menge, President of The Lincoln National Life Insurance Company, said: "This investment in the stock of the Dominion Life is being made by the Lincoln National because of its conviction that Canada is on the threshold of a new era of development and expansion, and that the life insurance business will



IN THE BOARD ROOM JANUARY ELEVENTH, NINETEEN HUNDRED AND FIFTY-SEVEN

Seated left to right: E. D. AUER, Vice-President, *Lincoln National Life*; A. S. UPTON, Vice-President and Managing Director; W. O. MENGE, President, *Lincoln National Life*; J. L. WHITNEY, General Counsel; J. S. ACHESON, Ass't Actuary; G. F. C. PANGMAN, Ass't General Manager and Treasurer; E. G. SCHAFER, Ass't General Manager; G. C. REEVES, General Counsel, *Lincoln National Life*; S. C. MACKENZIE, Ass't General Manager and Superintendent of Agencies; A. A. MAVOR, Ass't Treasurer; H. SCHAUS, Ass't General Manager and Secretary Standing, left to right: A. A. MORISON, Superintendent of Sales Promotion; D. ECKERSLEY, Ass't Actuary; A. D. SHEDDEN, Ass't Actuary; C. M. DEVITT, Ass't Superintendent of Agencies; K. S. RABB, Ass't Treasurer; DR. A. J. McGANITY, Medical Referee; L. J. DRAGO, Ass't Superintendent of Agencies; W. L. HILLIARD, Associate Actuary, H. M. ATRUBIN, Associate Actuary; DR. J. W. MERRITT, Ass't Medical Referee; H. B. EDWARDS, Legal Officer; E. S. REID, Comptroller; A. J. HUENERGARD, Actuary; D. S. WHITE, Superintendent of Group Sales; R. G. PAUL, Ass't Secretary; W. A. GREEN, Ass't Superintendent of Agencies, I. J. KLINCK, Superintendent of Agencies, Administrative.

have a comparable development, keeping pace with this expanding Canadian economy. It is an investment in the future of the Dominion Life, a company which we believe has the potential of developing further its position of leadership among life insurance institutions in Canada.

"The present management of the Dominion Life, headed by Mr. Alfred S. Upton, has our utmost confidence and will continue to operate the Dominion Life as an independent Canadian life insurance company."

During the rather trying year of 1956, Mr. Upton gave unstintingly of his time and talent in making certain that the best interests of the Company, its employees, its agents, its policyholders and its shareholders were safeguarded. At the Board of Directors meeting on January 18th, 1957, Mr. Upton was elected President and Managing Director, an indication of the high regard in which he was held.

The fact that Dominion Life's relationship with the Lincoln National has been so pleasant and at all times helpful and co-operative is a real tribute to

Mr. Upton's strength of character and ability. It is also a tribute to the wholehearted co-operation of the Lincoln National Life.



The Company continued to expand and in 1958 was licensed to operate in the State of Connecticut and in the same year an office was opened in Nassau in the Bahamas. In October 1960, the Company celebrated the attainment of its first billion of life insurance in force. In 1963 the Company entered the field of Individual Health Insurance.

At the time of Mr. Upton's retirement on March 1st, 1964, business in force exceeded one billion two hundred and fifty million dollars, having increased from two hundred and fifty million at the time he became General Manager. The Head Office staff numbered 350.

No record of Mr. Upton's accomplishment can be complete without a reference to the great improvement in the Company's strength under his administration. One of his main objectives as Chief Executive Officer was to build strength into Dominion Life's

financial structure. After considerable study a surplus building program was approved by the Board of Directors in 1949. This program covered a fifteen year period ending December 31, 1963, which, significantly, was Mr. Upton's normal retirement date. Specific objectives were set down in this program and yearly amounts to be added to surplus were clearly set forth. These goals were revised upwards in 1955 and again in 1960, because the Company was running well ahead of its schedule. On Mr. Upton's retirement he had more than realized his fondest hopes and had reason to be proud of the fact that the Company had attained a position of strength never before equalled in its history.

Mr. Upton's great contribution to the progress of the Company was recognized by the Chairman of the Board, Mr. Henry F. Rood, who, speaking at the 75th Annual Meeting, said in part: "When I first became associated with the Dominion Life, several years ago, I saw some of the goals that were set forth for this Company. All those goals have been surpassed. Business in force has more than doubled, the reserves have been strengthened considerably and a large amount has been added to surplus.

"I think this is really a monument to you, Mr. Upton, for your years of service and dedication to this Company, because without your leadership it would not have happened. You have given great leadership to this Company."

Thus on March 1st, 1964, Mr. Upton retired as Chief Executive of Dominion Life, secure in the knowledge that the Company whose affairs he had directed for nineteen years was in the best possible position to accept the challenges of the future.



SPACE AGE INSURANCE

This chronicle deals mainly with the accomplishments of the last 75 years, but the story cannot be considered complete without a look into the future. For three-quarters of a century, Dominion Life has had only three executive heads. Each of these men was distinctly different, from the other. Their strengths, abilities and personalities were markedly dissimilar. Dominion Life was indeed fortunate to have benefitted from the right leadership at the right time. During each man's tenure of office, circumstances differed widely and demanded different approaches. As good fortune would have it, the particular talents each man possessed, were required at the time he was in office.

During the seventy-fifth anniversary year Mr. E. G. Schafer became the company's fourth executive head. Once again the Company is fortunate in its choice of a leader. Mr. Schafer is well qualified for this responsible position.

When he was hired by Mr. Kumpf in 1924, Mr. Hilliard was still the President of the Company. In 1937, Mr. Schafer was given a special assignment which required him to work closely with Mr. Kumpf. This assignment provided him with an opportunity to participate in the making of top-level decisions. Over his last seventeen years of service with the Company, Mr. Schafer functioned as Mr. Upton's right hand man. Accordingly he has benefitted

greatly from his association with all three of the Company's leaders; the "Groundbreaker", the "Developer" and the "Builder".

Mr. Schafer's devotion to the Company and his knowledge of the life insurance business have been recognized by consistent promotions. He became Associate Actuary in 1940, Assistant General Manager in 1947, Vice President ten years later and Executive Vice President and Director in 1961. He was elected President as of March 1st, 1964 and leads the Company as it moves into the space age.


No one knows for sure just what is around the corner. But one thing is certain, our society is entering a period that will witness the most accelerated progress ever recorded in the history of mankind.

The computer is here and just where it will take us is a matter of pure conjecture. A distinguished American business man writes, that science and technology will advance more in the next thirty-six years than in all of the millenia since man's creation.

Here are just a few of the predictions that he made covering the period between the present and the year 2,000.

Where food is concerned, the Western Nations will have developed growing techniques that will have enabled them to produce twice the amount of food they consume. And, if political conditions permit, this surplus could be made available to the world's under-developed areas, to alleviate starvation.

Sweeping advances will be made in the development of energy. Almost all of our electrical output will be generated by atomic power. Homes, in most cases, will be heated by solar energy. Even the hot

A black and white portrait of E. G. Schafer, a middle-aged man with glasses, wearing a suit and tie, looking slightly to the right.

E. G. SCHAFER
President, March 1, 1964



gases deep within the earth's surface will be utilized for the benefit of mankind.

Other benefits will come from progress in medical science. Significantly the biblical three score and ten year life-span will, conceivably, have been extended to five score of productive and valuable years.

Perhaps the field of transportation will have progressed further and faster than any other. The development of new types of rocketry will make possible breakfast in New York, lunch in Buenos Aires and dinner back in New York.

This radically changing world, and the society it is likely to produce, will require skills that only the trained and educated can supply; the day of the unskilled labourer is fast coming to an end.

In the last twenty-three years in the United States the number of farmers and farm workers has decreased by more than forty-five per cent, while the number of teachers has doubled. The contrast between these two figures is the key to what we might anticipate in a radically changing society. It also indicates that we are capable of adjusting, or shifting emphasis, in order to cope with changing conditions.

Just where does life insurance fit into all of this?

The past has indicated that the life insurance needs of people are continually changing. It has also shown that the Life Insurance business has had an awareness of these needs, and has been quick to provide new benefits in the light of changing times.

The future will probably accelerate this trend. If Life Insurance is to maintain its great tradition of service, it must sharpen its awareness. Death benefits, old age benefits and disability benefits will continue to be required. Educational savings benefits will become vastly more important, as the need for higher education increases.

The history of the last seventy-five years has shown, that the Dominion Life has been able to meet challenges successfully. Through changes in product and improvement in service, the Company has been able to meet, more adequately, the needs of its policyholders. Financially strong and with the most efficient field force in its history the Company is in a splendid position to provide even greater service in the future.

Dominion Life has been blessed, over its 75 year history, with devoted and knowledgeable people, who have worked diligently to establish a great tradition. To maintain this tradition and carry the Company forward will require the conscientious effort of dedicated men and women, who will take the great lessons of the past and apply them to the challenge of the future.

While computers may help with product development and administrative tasks, only skilled, understanding people can provide the kind of service, that will keep Dominion Life in the forefront throughout the space age.





The meeting of the board of directors following the 75th annual meeting of the company, February 14th, 1964. From left to right: CARL A. POLLOCK, *Kitchener, President, Dominion Electrohome Industries Limited*; CHARLES L. GUNDY, *Toronto, President, Wood, Gundy and Company Limited*; GEORGE H. DOBBIE, *Galt, President, Dobbie Industries Limited*; C. GORDON COCKSHUTT, *Brantford, President, Cockshutt Securities Limited*; ALFRED S. UPTON, *Kitchener, who retired as President and Managing Director as of March 1st, 1964*; HENRY F. ROOD, *Chairman of the Board, Fort Wayne, President, The Lincoln National Life Insurance Company*; E. G. SCHAFER, *Kitchener, Executive Vice-President, who was elected President, effective March 1st, 1964, at this meeting*; RONALD G. STAGG, *Fort Wayne, Vice-President, The Lincoln National Life Insurance Company*; HAROLD J. BALL, *Kitchener, President, Ball Brothers Limited*; J. P. W. OSTIGUY, *Montreal, President, Morgan, Ostiguy & Hudon Limited*; GORDON C. REEVES, *Fort Wayne, Vice-President and General Counsel, The Lincoln National Life Insurance Company*.

DOMINION LIFE DIRECTORS — 1889-1964

James Trow, M.P. . . . 1889-1892
PRESIDENT 1889-1892

Hon. Samuel Merner 1889-1908

Thomas Hilliard . . . 1889-1937
MAN. DIR. 1889-1919; PRES. 1905-1929

John Shuh 1889-1901

Walter Wells, L.D.S. 1889-1912

Simon Snyder 1889-1902

Christian Kumpf . . . 1889-1905
V.P. 1892-1903; PRES. 1903-1905

Peter H. Sims 1889-1920
V.P. 1889-1892 and 1903-1920

William Snider 1889-1899

W. T. Parke, M.D. . . . 1889-1924

Peter E. Shantz 1889-1894

Absolom Merner . . . 1889-1892

Jeremiah B. Hughes 1889-1899

Thomas Gowdy 1889-1913

John Ratz 1889-1889

Henry Cargill, M.P. . 1889-1903

W. Vandusen 1889-1927

Jas. Innes, M.P. . . . 1889-1903
PRESIDENT 1893-1903

John Youngs 1889-1893

Jacob Conrad 1889-1899

Jas. McMullen, M.P. 1890-1913
V.P. 1905-1913

George D. Forbes . . . 1894-1934
V.P. 1920-1934

Thos. Trow 1899-1919

S. B. Bricker 1900-1923
V.P. 1905-1923

F. Colquhoun 1900-1906

David Bean 1901-1921

A. J. Andrews 1906-1950

Edward F. Seagram 1907-1937
V.P. 1919-1937

Ford S. Kumpf 1909-1960
MAN. DIR. 1919-1945; V.P. 1923-1929
PRESIDENT 1929-1949

John Balfour 1911-1916

George A. Dobbie . . . 1919-1951
V.P. 1929-1949;
CHAIRMAN OF BOARD 1949-1951

Dr. W. L. Hilliard . . . 1919-1963

Thos. Bradshaw . . . 1920-1924

J. H. Gundy 1920-1950

C. W. Wells 1920-1934

H. M. Snyder 1921-1942

W. H. Malkin, O.B.E. 1929-1959

G. Alex. Forbes 1934-1957

Hon. Sen.
W. D. Euler, P.C. . . 1935-1961

J. E. F. Seagram 1937-1957
V.P. 1946-1949; PRESIDENT 1949-1957

Sen. A. C. Hardy 1938-1957

Jos. A. Simard, O.B.E. 1940-1957

E. D. Auer 1957-1963
CHAIRMAN OF BOARD 1957-1963

ACTIVE — AUGUST, 1964:

C. G. Cockshutt 1928

A. S. Upton 1946

MAN. DIR. 1946-1964; V.P. 1949-1957,
PRESIDENT 1957-1964

C. L. Gundy 1950

Geo. H. Dobbie 1951

R. G. Stagg 1957

H. F. Rood 1957

CHAIRMAN OF BOARD 1963.

C. A. Pollock 1957

H. J. Ball 1960

E. G. Schafer 1961

EXEC. V.P. 1961-1964; PRESIDENT 1964.

J. P. W. Ostiguy 1962

G. C. Reeves 1963



THEY BUILT A FIRM FOUNDATION

The Board of Directors in 1889. The picture shows the first Board of Directors and includes Mr. Colquhoun who was appointed Solicitor on July 4th, 1889 and was subsequently appointed a Director in 1900.

DOMINION LIFE PRESIDENTS

James Trow, M.P. July 4, 1889 to September 10, 1892

James Innes, M.P. February 13, 1893 to July 17, 1903

Christian Kumpf October 23, 1903 to January 9, 1905

Thomas Hilliard February 10, 1905 to February 8, 1929

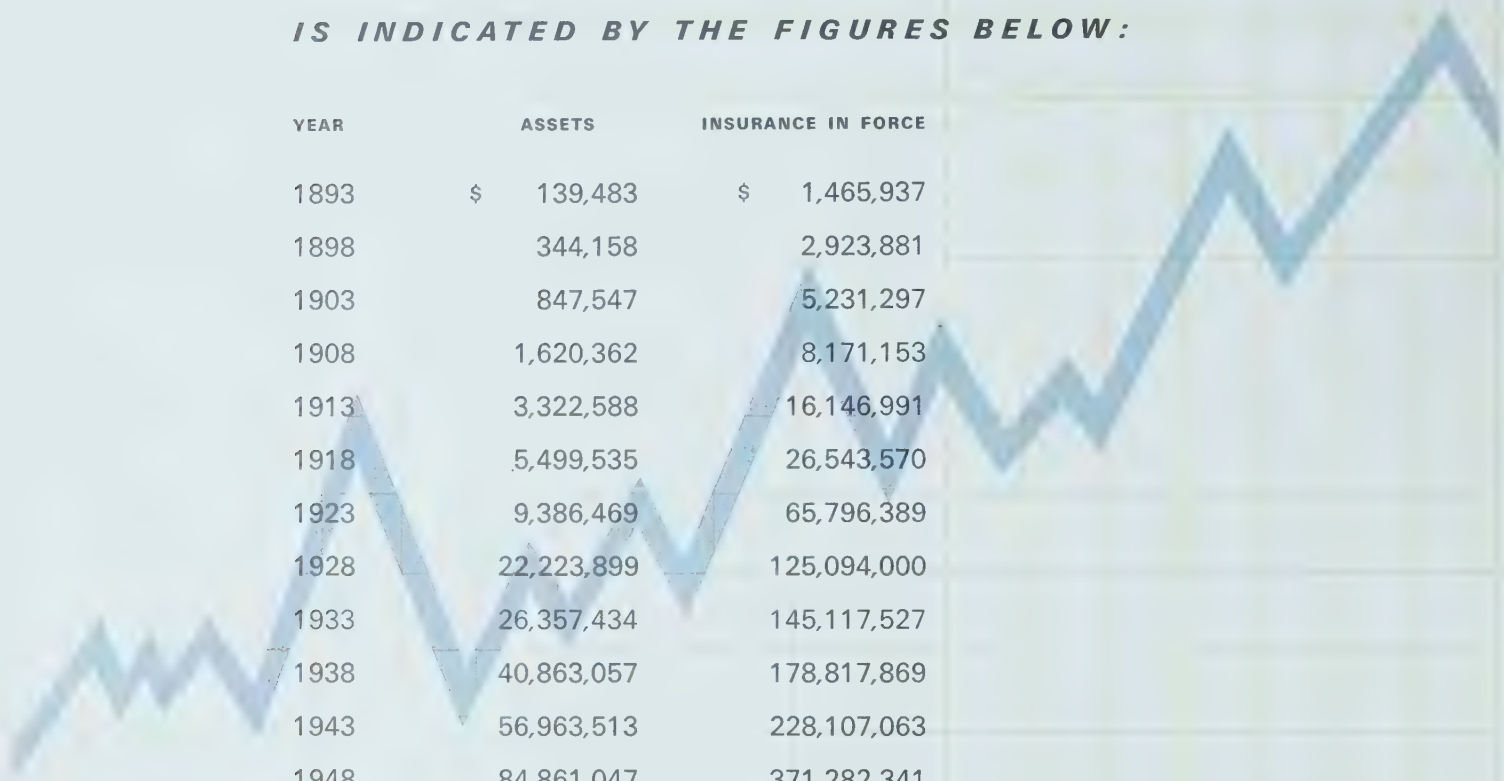
Ford S. Kumpf February 8, 1929 to November 30, 1949

J. E. F. Seagram November 30, 1949 to January 11, 1957

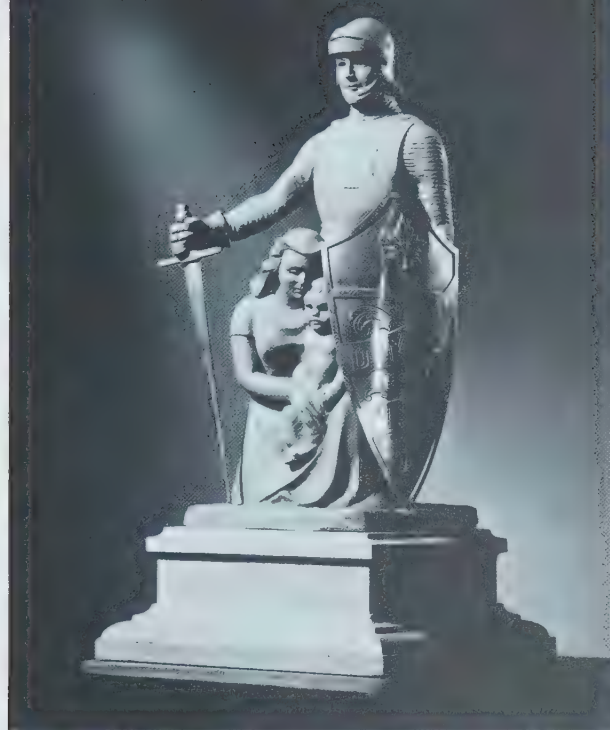
Alfred S. Upton January 18, 1957 to March 1, 1964

E. G. Schafer March 1, 1964

***THE STEADY GROWTH AND PROGRESS OF
THE DOMINION LIFE ASSURANCE COMPANY
IS INDICATED BY THE FIGURES BELOW:***



YEAR	ASSETS	INSURANCE IN FORCE
1893	\$ 139,483	\$ 1,465,937
1898	344,158	2,923,881
1903	847,547	5,231,297
1908	1,620,362	8,171,153
1913	3,322,588	16,146,991
1918	5,499,535	26,543,570
1923	9,386,469	65,796,389
1928	22,223,899	125,094,000
1933	26,357,434	145,117,527
1938	40,863,057	178,817,869
1943	56,963,513	228,107,063
1948	84,861,047	371,282,341
1953	127,190,271	563,134,564
1958	176,307,917	850,777,192
1963	245,602,006	1,275,074,164



THE BRANCH TROPHY INAUGURATED IN 1945

Two Trophies, one Gold and one Silver, were introduced in 1945 to mark the efficient operation of branch offices. These Trophies represent the Company's Trademark in three-dimensional form.

They have been presented annually since 1945. The Gold Section of the Trophy competition is comprised of the leading sixteen branches in the Company — on the basis of first year premium collections. The Silver Trophy is competed for by the remaining branches.

The formula by which the leaders are determined, in this annual competition, is predicated on the assumption that a branch manager's function is to:

1. Secure satisfactory volume of new quality production
2. Conserve established policies
3. Secure and develop sales representatives
4. Operate at a satisfactory cost

The Trophies are presented each year at the Trophy Dinner by the Company's Officials, who are the hosts.

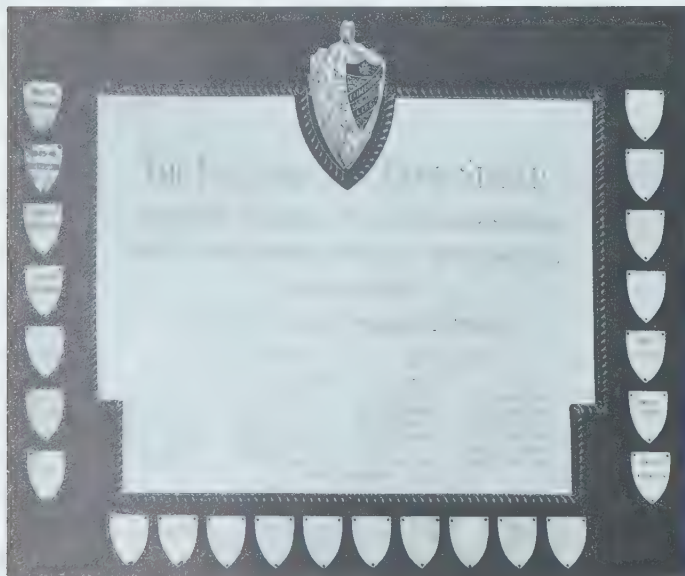
Branches and Branch Managers who have won the Silver and Gold Trophies, since they were inaugurated, are listed below:

<i>YEAR</i>	<i>TROPHY</i>	<i>BRANCH</i>	<i>BRANCH MANAGER</i>
1945	Gold	Hamilton	H. B. Cassidy
	Silver	Lansing	R. G. Nowlin
1946	Gold	Home Office	G. M. Becker
	Silver	Lansing	*R. G. Nowlin and C. B. Dibble, C.L.U.
1947	Gold	Home Office	G. M. Becker
	Silver	Edmonton	W. J. Monaghan, C.L.U.
1948	Gold	Nova Scotia	W. R. Chidley
	Silver	London	S. T. Byerley
1949	Gold	Home Office	G. M. Becker
	Silver	Edmonton	W. J. Monaghan, C.L.U.
1950	Gold	Toronto Bay	H. J. Weiss, C.L.U.
	Silver	Alaska	A. H. Hayr
1951	Gold	Home Office	G. M. Becker
	Silver	Lansing	C. B. Dibble, C.L.U.
1952	Gold	Toronto Bay	H. J. Weiss, C.L.U.
	Silver	Lansing	C. B. Dibble, C.L.U.
1953	Gold	Toronto Bay	H. J. Weiss, C.L.U.
	Silver	Windsor	J. B. Somerset, C.L.U.
1954	Gold	Hamilton	H. B. Cassidy
	Silver	Quebec	Maurice Cote
1955	Gold	Home Office	G. M. Becker
	Silver	Windsor	*J. B. Somerset, C.L.U. and D. Schellenberg, C.L.U.
1956	Gold	Toronto, Bay	H. J. Weiss, C.L.U.
	Silver	Windsor	D. Schellenberg, C.L.U.
1957	Gold	Toronto Bay	H. J. Weiss, C.L.U.
	Silver	Alaska	A. H. Hayr
1958	Gold	Jamaica	Lister Mair
	Silver	Regina	*F. C. Lange, C.L.U. and S. C. Hodges
1959	Gold	Jamaica	Lister Mair
	Silver	Montreal B. H.	Robert Hill
1960	Gold	Jamaica	Lister Mair
	Silver	Newfoundland	L. A. Wilson C.L.U.
1961	Gold	Jamaica	Lister Mair
	Silver	Vancouver Island	R. N. E. Harris, C.L.U.
1962	Gold	Toronto Bay	H. J. Weiss, C.L.U.
	Silver	Vancouver Island	F. A. H. Carbery, C.L.U.
1963	Gold	Montreal B. H.	Robert Hill
	Silver	Seattle	Ian Robertson, C.L.U.

*Managerial change during qualifying year.

THE HILLIARD CLUB — FOUNDED IN 1919

The Hilliard Club derives its name from the Company's founder, Mr. Thomas Hilliard. It was organized in 1919 having as its purpose, the establishment of an organization to honour the company's successful producers. The rules governing membership have changed over the years to keep in step with the times and Hilliard Club membership is the goal of all our career salesmen. The leading company agent has been traditionally named "President of the Hilliard Club". The Presidents of the Hilliard Club, from 1919 to 1964, have their names engraved on the Hilliard Club Shield, which provides a permanent record of Club Presidents.



CLUB PRESIDENTS SINCE 1919

George L. Goodrow	1919-20
P. H. Roos	1920-21 and 1924-25
G. A. Warman	1921-22
A. W. Irwin	1922-23
W. C. Curtis	1923-24
H. K. Warren	1925-26
T. H. Cooke	1926-27
W. S. Naylor	1927-28
S. J. Scott	1928-29
J. A. Pichette	1929-30
H. Caron	1930-31
H. J. McKenzie	1931-32
T. W. Beamish	1932-33
A. J. Pinard	1933-34 and 1934-35
Lister Mair	1935-36, 1936-37, 1937-38, 1938-39, 1940-41, 1942-43, 1943-44, 1944-45, 1946-47, 1947-48 and 1955-56
Moe Leiter	1939-40, 1952-53 and 1953-54
Paul Laurendeau	1941-42
H. K. Mendelsohn	1945-46
J. J. Polachek	1948-49
Emile Daoust	1949-50, 1951-52 and 1954-55
H. A. Byrne	1950-51
Geo. Ringel	1956-57
A. D. DeLeon	1957-58, 1958-59, 1959-60, 1960-61, 1961-62 and 1962-63
J. L. St. Hill	1963-64
Daniel Aboud	1964-65

A RECORD OF "TEN YEAR" QUALIFIERS

Listed below are the names of Dominion Life men who have qualified for the Hilliard Club ten or more times. Having qualified in at least ten years, these men have contributed substantially to the Company's progress. Branch cities shown indicate where the last qualification was recorded, or where representatives are now serving, if they are still active

NAME	BRANCH	NO. OF TIMES	NAME	BRANCH	NO. OF TIMES	NAME	BRANCH	NO. OF TIMES
George Ringel	Hamilton	40	F. Shore	Toronto Bay	18	W. P. Chandler	Calgary	12
Emile Daoust	Montreal D.S.	37	R. Sigouin	Montreal D.S.	18	*J. A. Johnston	Calgary	12
*P. H. Roos	Home Office	36	W. R. Binney	Hamilton	17	*R. MacInnes	Saskatoon	12
*J. H. Taylor	Regina	36	H. Carbery	Victoria	17	S. M. McLennan	Home Office	12
F. H. Leonard	Windsor	35	*D. F. Connell	Toronto King	17	L. A. Olsen	Calgary	12
I. P. McNabb	Toronto Centre	32	G. Davidson	Pittsburgh	17	K. R. Ray	Hamilton	12
J. Clelland	Vancouver	31	A. M. Dusty	Detroit	17	A. J. Shank	Edmonton	12
S. E. Jubb	Lansing	31	H. D. Hutchinson	Jamaica	17	*F. W. Simpson	Detroit	12
Moe Leiter	Leiter Unit - Det.	31	*J. T. McCay	Vancouver	17	R. R. Tilden	Montreal B.H.	12
*E. Kelloway	Nova Scotia	30	*Albert Ross	Hamilton	17	*E. O. Verreault	Quebec	12
W. C. Gougeon	North. Ontario	29	A. J. Berube	Edmonton	16	H. J. Weiss	Toronto Bay	12
*Lister Mair	Jamaica	28	*P. A. Ferguson	Hamilton	16	Miss Vera Beck	Northland—Mich.	11
*Edwin Daw	Manitoba	27	R. N. E. Harris	Victoria	16	T. E. Dewling	Newfoundland	11
E. R. Anderson	Calgary	26	*P. Laurendeau	Montreal D.S.	16	E. C. DeWolfe	Windsor	11
E. J. Julian	Nova Scotia	26	J. A. McLuckie	Vancouver	16	*M. Ferguson	Toronto King	11
*W. D. Hannah	St. Catharines	25	J. G. Murray	Home Office	16	*J. H. Geldart	Ottawa	11
H. W. Ludtke	Lansing	25	A. N. Rosati	Detroit	16	S. Lazarus	Windsor	11
H. B. Witter	Victoria	25	*J. Thurlow	Windsor	16	J. S. MacKenzie	Toronto Centre	11
J. L. Bennett	New Westminster	24	W. A. Webb	Hamilton	16	R. Marcoux	Quebec	11
A. A. Skinner	Home Office	24	R. M. Fargo	Detroit	15	M. B. Markell	Montreal B.H.	11
A. D. DeLeon	Jamaica	23	M. L. Levin	Toronto Bay	15	L. C. Pelletier	Montreal D.S.	11
*E. Krause	Detroit	23	J. A. Nadeau	Edmonton	15	E. W. Rogers	Newfoundland	11
M. C. MacIntyre	Hamilton	23	*W. S. Naylor	Toronto King	15	*H. N. Rosenthal	Detroit	11
D. Chapple	Toronto Peel	22	A. G. Walker	Montreal B.H.	15	S. E. Tomashavsky	Edmonton	11
H. A. McKechnie	Manitoba	22	*T. G. Baker	Toronto King	14	J. A. Whent	Fort William	11
*F. L. Mitchell	Vancouver	22	C. H. Cyr	Calgary	14	*G. F. Zapfe	Owen Sound	11
T. S. Malone	Detroit	21	Hugo Franck	Vancouver	14	J. Banick	Saskatchewan	10
*H. J. McKenzie	Nova Scotia	21	*S. B. Johnston	Manitoba	14	W. R. Chidley	Nova Scotia	10
C. S. Burke	Jamaica	20	H. F. O'Reilly	Philadelphia	14	R. Cloutier	Quebec	10
*A. Cocks	Toronto King	20	*A. J. Pinard	Montreal D.S.	14	R. Coltart	Vancouver	10
Wm. Glen	Calgary	20	R. S. Purches	Edmonton	14	Mrs. Enid Gale	Jamaica	10
J. A. Mather	Calgary	20	E. E. Putnam	Home Office	14	J. G. Goodfellow	Peterborough	10
S. A. Roth	Toronto Bay	20	G. F. Rose	Vancouver	14	*G. L. Goodrow	Hamilton	10
*T. W. Beamish	Toronto King	19	*D. G. T. Ross	Manitoba	14	Salo Heller	Montreal D.S.	10
*W. S. Beaton	North. Ontario	19	*M. E. Smith	Windsor	14	Robert Hill	Montreal B.H.	10
M. Ehrlick	Toronto Bay	19	*J. F. Tennant	London	14	J. W. D. Lewis	Edmonton	10
J. P. Moylan	Home Office	19	H. D. Wardell	Hamilton	14	H. C. Milchman	Toronto Centre	10
S. Seligman	Toronto Bay	19	L. C. Bidlack	Northland—Mich.	13	*R. G. Nowlin	Lansing	10
*S. Bobiowski	Manitoba	18	R. G. Grant	Home Office	13	M. B. O'Shea	Montreal B.H.	10
G. Duguay	Montreal D.S.	18	*D. M. Griffin	Nova Scotia	13	*J. J. Polachek	Pittsburgh	10
W. St. B. Hall	Jamaica	18	C. H. Hutchinson	Jamaica	13	M. E. Powell	Hamilton	10
E. H. Heimpel	Home Office	18	G. Lamoureux	Montreal D.S.	13	E. S. Sharpe	Vancouver	10
L. H. Hope	Toronto West	18	Mrs. E. G. Levesque	St. Catharines	13	*George Sheps	Manitoba	10
H. Marineau	Montreal D.S.	18	*D. H. McNabb	Orillia	13	D. C. Stephens	Nova Scotia	10
A. H. Riman	Toronto Bay	18	J. A. O'Donnell	North. Ontario	13	*W. F. Taylor	New Brunswick	10
			*R. C. Brewer	Calgary	12	J. A. Williams	Jamaica	10

*Deceased

QUARTER CENTURY CLUB

The Quarter Century Club was organized in 1945 by Mr. A. S. Upton, then Managing Director. The Club was organized to give recognition of long service to members of the staff. It is not confined to the Head Office but includes also the Branch Office Staffs and members of the Agency Force, who have been full-time representatives of our company for a quarter of a century.

The records on these pages show all those who were members of the club at its organization in 1945, and those who have qualified for membership since that time together with the year of qualification.



Pictured here with Ford S. Kumpf, are the original ten Head Office members of The Dominion Life Quarter Century Club.

Back Row: Herbert Schaus; Charlie Herbst; Gladys Hamel; E. S. Reid; K. S. Rabb; Harold Gleiser.

Front Row: Nathaniel Stroh; Fred Stroh; President Ford S. Kumpf; Rose Moogk; Vernon Snider.

QUARTER CENTURY CLUB

HEAD OFFICE STAFF

ACTIVE	YEAR QUALIFIED
E. S. Reid	1945
Miss G. Hamel	1945
L. D. Schaus	1946
Miss M. Shera	1946
Miss D. Aletter	1947
K. C. Hoffman	1947
I. J. Klinck	1947
Miss D. Kuhl	1947
W. Mitchell	1948
J. E. Kuhl	1949
H. E. Lachman	1949
H. M. Atrubin	1950
L. P. Gleiser	1950
Miss L. Winkler	1951
E. G. Schafer	1952
E. S. Stouffer	1952
A. W. Murray	1954
J. Thorpe	1954
R. G. Paul	1955
Miss L. Sturm	1955
O. C. Wright	1955
A. E. Youngman	1955
Miss E. Bechtel	1956
Miss H. Heist	1956
C. G. Heppler	1956
N. B. Priddle	1956
H. B. Reitzel	1956
S. C. Mackenzie	1957
A. A. Morison	1957
C. M. Devitt	1958
Miss M. Lachman	1958
W. A. Green	1961
W. H. Schlote	1961
W. L. Richards	1962
E. N. Sangster	1962
Miss T. Neufeld	1963
Mrs. G. Fries	1964
J. Mahn	1964

RETIRED

Miss R. Moogk	1935
V. Snider	1937
H. Schaus	1940
C. G. Herbst	1943

	YEAR QUALIFIED
K. S. Rabb	1945
Mrs. E. House	1947
A. J. Huenergard	1948
Miss I. Fry	1949
W. L. Hilliard	1949
A. H. Lang	1952
A. S. Upton	1953
A. J. McGanity	1954
A. A. Mavor	1955
Miss H. Bowman	1956
Miss H. Plews	1956

DECEASED

F. S. Kumpf	1934
F. E. Stroh	1935
N. Stroh	1938
H. J. Gleiser	1944
W. Denton	1946
R. Fleischauer	1946
A. N. MacTavish	1946
J. J. Murray	1946
K. W. Uffelman	1946
Miss A. Niergarth	1950
O. Clark	1956
R. A. Breithaupt	1957

BRANCH OFFICE STAFF

ACTIVE

J. W. Crane	1955
Mlle. A. Lagasse	1955
Mrs. K. E. White	1956
Miss F. Zimmerman	1958
I. Zavitz	1959
G. E. Merritt	1959
Miss E. VanOeveren	1960
Miss M. McKenzie	1963

RETIRED

Miss L. E. Janes	1937
Miss P. Eakins	1941
Miss A. I. Skirrow	1945
Miss V. Henderson	1948
Mrs. C. Dunham	1953
Miss V. Widger	1953
A. J. Watts	1955
R. J. Gibson	1941

DECEASED

J. Lorne Scott	1933
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BRANCH MANAGERS

ACTIVE

G. M. Becker	1949
Robert Hill	1958
W. J. Monaghan	1963
A. D. DeLeon	1964

RETIRED

W. Glen	1945
I. P. McNabb	1945
G. Mair	1952
P. Baby	1952
F. N. McNally	1952
E. C. Johnstone	1953
R. N. E. Harris	1953
W. R. Chidley	1956
H. J. Weiss	1956
G. T. Hutcheson	1962

DECEASED

P. H. Roos	1917
A. W. Irwin	1930
W. D. Hannah	1940
R. MacInnes	1942
J. F. Tennant	1943
D. F. Connell	1947
L. Mair	1955
F. W. Simpson	1955

AGENTS

ACTIVE

G. Ringel	1942
E. J. Julian	1944
J. A. Mather	1945
E. Daoust	1950
W. R. Binney	1952
L. H. Hope	1952
R. Carignan	1952
M. C. MacIntyre	1954

YEAR QUALIFIED

J. A. O'Donnell	1954
H. Marineau	1955
S. E. Jubb	1956
Moe Leiter	1958
T. S. Malone	1958
J. A. Whent	1959
H. W. Ludtke	1962
H. B. Witter	1962
T. E. Dewling	1962
A. H. Hayr	1963
W. P. Chandler	1963
L. C. Pelletier	1963
J. A. Nadeau	1964
H. D. Wardell	1964
C. S. Burke	1964
H. Franck	1964
R. M. Fargo	1964

RETIRED

F. H. Leonard	1947
J. A. McLuckie	1948
E. R. Anderson	1950
W. C. Gougeon	1950
H. F. Flewelling	1951
J. Clelland	1952
W. A. Webb	1958
J. L. Bennett	1960

DECEASED

J. H. Taylor	1934
T. W. Beamish	1939
T. G. Baker	1942
W. S. Naylor	1942
A. Cocks	1946
W. E. Foxwell	1948
E. Daw	1949
H. E. Dunn	1949
E. Kelloway, Sr.	1950
W. E. Brooks	1950
F. L. Mitchell	1951
S. Bobiowski	1952
W. S. Beaton	1952
E. O. Verreault	1955
M. E. Smith	1959
W. F. Taylor	1961

COMPANY OFFICES — AUGUST, 1964

Canada

CALGARY, ALTA., F. C. Lange, C.L.U.
 CHARLOTTETOWN, P.E.I., R. W. Parke, C.L.U.
 COOKSVILLE, ONT., C. Alan Brown
 EDMONTON, ALTA., W. J. Monaghan, C.L.U.
 FORT WILLIAM, ONT., G. Symington, C.L.U.
 HALIFAX, N.S., L. A. Wilson, C.L.U.
 HAMILTON, ONT., J. M. Phillion
 KINGSTON, ONT., E. H. Hannah, C.L.U.
 KITCHENER, ONT., L. O. Murray, C.L.U.
 LONDON, ONT., William Brown
 MONTREAL, D.S., Germain Nepveu
 MONTREAL, B.H., Robert Hill
 MONTREAL, CREMAZIE, Jules Allard
 NEW WESTMINSTER, B.C., Donald R. Sharpe
 OTTAWA, ONT., Edwin Thomas, C.L.U.
 PETERBOROUGH, ONT., J. G. Goodfellow, C.L.U.
 QUEBEC, P.Q., Maurice Côté
 REGINA, SASK., Fred M. Nagel
 SAINT JOHN, N.B., B. M. Flemming
 ST. CATHARINES, ONT., M. R. Phillion, C.L.U.
 ST. JOHN'S, N.F.L.D., J. G. Shea, C.L.U.
 SUDBURY, ONT., Gail Williams
 TORONTO, BAY, Sid Seligman C.L.U.
 Associate Manager, H. J. Weiss, C.L.U.
 TORONTO, CENTRE, R. K. Crouch, C.L.U.
 TORONTO, NORTH, Charles N. Ransom
 TORONTO, WEST, A. D. McKerhen, C.L.U.
 VANCOUVER, B.C., Dennis G. Cocke
 VICTORIA, B.C., F. A. H. Carbery, C.L.U.
 WATERLOO, ONT., Geo. M. Becker
 WINDSOR, ONT., R. A. Howard, C.L.U.
 WINNIPEG, MAN., S. C. Hodges

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Manager Atlantic Provinces, Halifax, N.S., W. R. Chidley
 Consultant Province of Quebec, Montreal, P.Q., Paul Baby

United States

AKRON, OHIO, E. L. Shaffer
 CAMDEN, N.J., W. N. Litchfield
 CLEVELAND, OHIO, T. E. Uhle
 COLUMBUS, OHIO, Bertram Alper
 DETROIT, MICH., D. Schellenberg
 DETROIT, MICH., Moe Leiter
 HARTFORD, CONN., W. G. Oechslein
 LANSING, MICH., J. D. R. Caldewey
 NEWARK, N.J., S. E. Leiwant, C.L.U.
 PHILADELPHIA, PA., G. W. Rose
 PITTSBURGH, PA., H. Wallace Snyder
 SEATTLE, WASH., Ian Robertson, C.L.U.

Other

HAMILTON, BERMUDA, G. E. G. Ratteray
 KINGSTON, JAMAICA, A. D. DeLeon
 NASSAU, BAHAMAS, Edwin L. V. Deal

Group

CALGARY, ALTA., H. L. Coggan
 CLEVELAND, OHIO, Kenneth Lechner
 HALIFAX, N.S., H. C. Hopper
 HARTFORD, CONN., E. L. Waltock
 MONTREAL, P.Q., Ian Eisenhardt
 NEWARK, N.J., A. Anderson
 PHILADELPHIA, PA., W. Claflin
 TORONTO, ONT., W. G. Smythe, C.L.U.
 VANCOUVER, B.C., G. Dickinson
 WATERLOO, ONT., J. Cubberley

Mortgage

CALGARY, ALTA., B. L. Ritchie, Prov. Mgr.
 HAMILTON, ONT., P. A. Seagrove, Agent
 LONDON, ONT., G. E. Arkell, Western Ontario Mgr.
 MONTREAL, P.Q., Marcil Mortgage Corporation, Agent
 OTTAWA, ONT., Wm. H. McCabe, Eastern Ontario Mgr.
 QUEBEC, P.Q., Marcil Mortgage Corporation, Agent
 TORONTO, ONT., G. R. McBride & Co. Ltd., Agent
 VANCOUVER, B.C., P. D. Peacock, Prov. Mgr.
 VICTORIA, B.C., Ker & Stephenson Ltd., Agent
 WATERLOO, ONT., M. D. McGill, Mgr. Mortgage Central

EXECUTIVE OFFICERS

AUGUST, 1964

E. G. Schafer — *President*
 S. C. Mackenzie — *Vice-President and Director of Agencies*
 G. F. C. Pangman — *Vice-President and Treasurer*
 H. M. Atrubin — *Vice-President and Actuary*
 E. S. Reid — *Secretary*
 R. G. Paul — *Comptroller*

ACTUARIAL

D. Eckersley — *Group Actuary*
 W. J. Saunders — *Underwriting Executive*
 W. F. Hancock — *Assistant Actuary*
 C. G. Heppler — *Underwriting Officer*
 H. B. Reitzel — *Statements Officer*

MEDICAL

J. W. Merritt, M.D. — *Medical Director*
 N. W. McQuay, M.D. — *Assistant Medical Director*

ADMINISTRATIVE

J. G. Masters — *Assistant Comptroller*
 A. E. Youngman — *Assistant Comptroller*
 L. D. Houle — *Assistant Comptroller*

AGENCY

J. S. Acheson — *Assistant Director of Agencies*
 I. J. Klinck — *Superintendent of Agencies, Administrative*
 A. A. Morison — *Superintendent of Sales Promotion*
 D. S. White — *Superintendent of Group Sales*
 C. M. Devitt — *Superintendent of Agencies*
 L. J. Drago — *Superintendent of Agencies*
 W. A. Green — *Superintendent of Agencies*

INVESTMENT

J. W. Mahn — *Associate Treasurer*
 G. A. Coyne — *Assistant Treasurer*
 C. J. Watkiss — *Assistant Treasurer*

LEGAL

H. B. Edwards — *General Counsel*
 D. O. Janke — *Claims Officer*







Just

76th Annual Statement

THE DOMINION LIFE ASSURANCE COMPANY

WATERLOO, ONTARIO / DECEMBER 31st, 1964



76th Annual Statement

for the year ended December 31st, 1964

When it comes to insurance . . . it's
Dominion
for ***Life***

THE DOMINION LIFE ASSURANCE COMPANY, WATERLOO, ONTARIO



THE BOARD OF DIRECTORS

HENRY F. ROOD, Chairman of the Board, Fort Wayne
President, The Lincoln National Life Insurance Company

E. G. SCHAFER, President, Kitchener

*C. GORDON COCKSHUTT, Brantford
President, Cockshutt Securities Limited

*ALFRED S. UPTON, Kitchener
Director, Waterloo Trust and Savings Company

CHARLES L. GUNDY, Toronto
President, Wood, Gundy and Company Limited

GEORGE H. DOBBIE, Galt
President, Dobbie Industries Limited

RONALD G. STAGG, Fort Wayne
Vice-President, The Lincoln National Life Insurance Company

*CARL A. POLLOCK, Kitchener
President, Dominion Electrohome Industries Limited

*HAROLD J. BALL, Kitchener
President, Ball Brothers, Limited

J. P. OSTIGUY, Montreal
President, Morgan, Ostiguy & Hudon Limited

GORDON C. REEVES, Fort Wayne
Vice-President and General Counsel, The Lincoln National Life Insurance Company

**Policyholders' Directors.*

EXECUTIVE OFFICERS

E. G. SCHAFER — *President*

S. C. MACKENZIE — *Vice-President and Director of Agencies*

G. F. C. PANGMAN — *Vice-President and Treasurer*

H. M. ATRUBIN — *Vice-President and Actuary*

E. S. REID — *Secretary*

R. G. PAUL — *Comptroller*

ACTUARIAL

D. ECKERSLEY — *Group Actuary*

W. J. SAUNDERS — *Underwriting
Executive*

W. F. HANCOCK — *Assistant Actuary*

R. ROSEMAN — *Assistant Actuary*

C. G. HEPPLER — *Underwriting Officer*

H. B. REITZEL — *Statements Officer*

MEDICAL

W. A. SEHL, M.D. — *Medical Director*

N. W. McQUAY, M.D. — *Assistant
Medical Director*

ADMINISTRATIVE

J. G. MASTERS — *Assistant Comptroller*

A. E. YOUNGMAN — *Assistant
Comptroller*

L. D. HOULE — *Assistant Comptroller*

AGENCY

J. S. ACHESON — *Assistant Director
of Agencies*

A. A. MORISON — *Superintendent of
Sales Promotion*

D. S. WHITE — *Superintendent of
Group Sales*

C. M. DEVITT — *Superintendent of
Agencies*

L. J. DRAGO — *Superintendent of
Agencies*

W. A. GREEN — *Superintendent of
Agencies*

D. R. URQUHART — *Assistant
Superintendent of Agencies*

INVESTMENT

J. W. MAHN — *Associate Treasurer*

G. A. COYNE — *Associate Treasurer*

C. J. WATKISS — *Assistant Treasurer*

LEGAL

H. B. EDWARDS — *General Counsel*

D. O. JANKE — *Claims Officer*

W. J. D. WEYLIE — *Legal Officer*



The meeting of the Board of Directors following the 75th Annual Meeting of the Company, February 14, 1964. From left to right: Carl A. Pollock, Kitchener, President, Dominion Electrohome Industries Limited; Charles L. Gundy, Toronto, President, Wood, Gundy and Company Limited; George H. Dobbie, Galt, President, Dobbie Industries Limited; C. Gordon Cockshutt, Brantford, President, Cockshutt Securities Limited; Alfred S. Upton, Kitchener, who retired as President and Managing Director as of March 1st, 1964; Henry F. Rood, Chairman of the Board, Fort Wayne, President, The Lincoln National Life Insurance Company; E. G. Schafer, Kitchener, Executive Vice President, who was elected President, effective March 1st, 1964, at this meeting; Ronald G. Stagg, Fort Wayne, Vice President, The Lincoln National Insurance Company; Harold J. Ball, Kitchener, President, Ball Brothers Limited; J. P. W. Ostiguy, Montreal, President, Morgan, Ostiguy and Hudon Limited; Gordon C. Reeves, Fort Wayne, Vice President and General Counsel, The Lincoln National Life Insurance Company.

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THE DIRECTORS' 76th ANNUAL REPORT

For the year ended December 31, 1964

The Seventy-sixth Annual Statement covers 1964, the year the Company celebrated its 75th Anniversary. This important milestone was fittingly observed in the field and at head office and tribute was paid to the founders of the Company and those who contributed to its progress over its first 75 years. We are pleased to report continuing growth and progress in 1964.

THE DIRECTORS' ANNUAL REPORT

NEW BUSINESS

A total of \$170,760,695 of new Life Insurance and Retirement Annuity business was recorded during the year, which was an increase of \$6,627,243 over 1963. Ordinary Life Insurance accounted for 75.6% of this total; 20.2% was Group Insurance, and Retirement Annuities made up the remainder.

BUSINESS IN FORCE

The total of Life Insurance and Retirement Annuities in force at December 31st was \$1,367,438,879. This is a gain of \$92,364,715, exceeding by nearly two million dollars, the gain that was recorded in 1963.

Group Life Insurance in force, included in the above amounts, totalled \$294,832,434, a gain of \$36,400,714. Additionally, Group Annuity contracts now in force will provide annual pensions of \$5,575,000.

HEALTH INSURANCE

Group Sickness and Accident premiums in force at the end of the year, were \$3,544,694, an increase of \$649,774. Our individual Health Insurance operation, still in its development stage, has recorded modest gains of business in force.

INCOME

Insurance and Annuity premiums reached a total of \$32,618,289, an increase of 7.7% over last year's high. Investment income, after deducting investment expenses, totalled \$13,688,257. The total income for the year was \$46,789,850.

ASSETS

There was an increase of \$16,352,874 in assets during 1964, bringing the total to \$261,954,880. Mortgage loans continued to represent the largest share of our assets and total \$120,128,440. Bonds and Debentures increased to \$99,146,756. The current market value of our securities is well over the book values carried in this statement.

INTEREST RATE

Our net interest rate showed further improvement in 1964, reaching 5.60%. This compares with 5.52% in 1963 and 5.41% in 1962.

MORTALITY

The mortality experienced in 1964 was slightly higher than in 1963 but was still well within the assumptions used in our rate structure. More than half of our claims resulted from diseases of the heart and circulatory system while cancer accounted for nearly 20%. The Company continues its support of those research projects which concern themselves with the preservation and lengthening of human life.

PAYMENTS TO POLICYHOLDERS AND BENEFICIARIES

The Company paid out, in 1964, \$23,882,142 to policyholders and beneficiaries and \$11,943,005 was set aside for future payments. These amounts totalling \$35,825,147 represent an increase over 1963 of \$3,212,575. They are an indication of the Company's real service in providing security for policyholders and their families.

THE DOMINION LIFE ASSURANCE COMPANY

		ASSETS	
		1964	1963
BONDS AND DEBENTURES			
Canada	\$ 69,104,491		
United States	27,125,046		
Sterling Area	<u>2,917,219</u>	\$ 99,146,756	\$ 93,919,728
PREFERRED AND COMMON STOCKS			
Canada	\$ 1,701,107		
United States	10,427,673		
Sterling Area	<u>271,755</u>	12,400,535	10,123,449
MORTGAGES AND SALE AGREEMENTS			
Canada	\$113,580,508		
United States	4,849,015		
Sterling Area	<u>1,698,917</u>	120,128,440	113,616,788
REAL ESTATE			
Held for Investment	\$ 5,549,283		
Head Office Premises	<u>1,326,215</u>	6,875,498	6,239,244
POLICY LOANS		16,695,111	15,817,220
CASH AND BANK BALANCES		1,885,167	1,404,108
INTEREST, DUE AND ACCRUED		2,382,083	2,273,819
PREMIUMS OUTSTANDING, NET		<u>2,441,290</u>	<u>2,207,650</u>
TOTAL ASSETS		<u>\$261,954,880</u>	<u>\$245,602,006</u>

Throughout these statements United States currency is included at the rate of \$1.00 Canadian to the U.S. dollar, and sterling at the rate of \$3.00 Canadian to the pound.

HENRY F. ROOD, Chairman of the Board.

E. G. SCHAFER., President.

Y, BALANCE SHEET, DECEMBER 31, 1964

LIABILITIES

	1964	1963
POLICY AND ANNUITY RESERVES		
This amount with interest and future premiums makes provision for all future payments under insurance and annuity contracts	\$198,575,653	\$187,382,244
UNPAID AND UNREPORTED CLAIMS		
Death and disability benefits awaiting completion of documents, together with provision for unreported claims	3,545,567	3,496,004
AMOUNTS ON DEPOSIT		
Policyholders' Dividends	\$14,748,280	
Policy Proceeds	5,714,398	
Premiums and Other Amounts	<u>2,523,391</u>	<u>21,500,252</u>
	22,986,069	
PROVISION FOR DIVIDENDS		
Dividends to be paid to policyholders in the year following date of account	3,700,000	2,950,000
STAFF PENSION AND INSURANCE FUNDS		
The accumulation of premiums and pension contributions paid by salaried employees and agents together with amounts set aside by the Company	6,635,306	6,115,813
GOVERNMENT TAXES ACCRUED		
Federal, Provincial and State taxes payable in the year following date of account	399,350	407,799
OTHER LIABILITIES		
Expense items due and accrued and amounts in suspense	<u>2,538,646</u>	<u>2,144,138</u>
TOTAL LIABILITIES	<u>\$238,380,591</u>	<u>\$223,996,250</u>

Capital and Surplus Funds

Capital Paid Up	\$ 400,000	
Contingency Reserve	6,000,000	
Shareholders' Surplus	703,429	
Unallotted Surplus	<u>16,470,860</u>	<u>21,605,756</u>
	23,574,289	
LIABILITIES, CAPITAL AND SURPLUS	<u><u>\$261,954,880</u></u>	<u><u>\$245,602,006</u></u>

AUDITOR'S REPORT

We have examined the Balance Sheet of The Dominion Life Assurance Company as at December 31, 1964, and in addition, have made tests of the transactions throughout the year.

We have received certificates from the Company's Bankers confirming the Bank Balances, and have examined or otherwise confirmed the Bonds and Stocks held as investments.

The Policy and Annuity Reserves and Allotments of Surplus are as determined by the Company's Actuary.

We have received all the information and explanations which we have required and we report that, in our opinion, based upon our examination, the Balance Sheet at December 31, 1964, and the related Summary of 1964 Operations, according to the best of our information and the explanations given to us, and as shown by the books of the Company, are properly drawn up so as to exhibit a true and correct view of the Company's affairs at that date.

Neff, Goodwin & Co.
Chartered Accountants

Waterloo, Ontario, February 1, 1965

ACTUARY'S CERTIFICATE

I hereby certify that the reserve of \$198,575,653 maintained at December 31, 1964, in respect of the Company's Insurance, Annuity, Accident and Sickness and Supplementary Contracts, has been determined in accordance with the provisions of the Canadian and British Insurance Companies' Act and in my opinion makes good and sufficient provision for all unmatured obligations of the Company guaranteed under the terms of its policies.

H. M. Atrubin
Vice-President and Actuary

Waterloo, Ontario, February 1, 1965

HIGHLIGHTS OF 1964

New Business \$170,760,695

AN INCREASE OF OVER \$6,600,000

Business In Force \$1,367,438,879

AN INCREASE OF OVER \$92,000,000

Assets Total \$261,954,880

AN INCREASE OF OVER \$16,000,000

Paid or Set Aside for Policyholders and Beneficiaries \$35,825,147

AN INCREASE OF OVER \$3,000,000

Surplus Funds \$23,574,289

AN INCREASE OF OVER \$1,900,000

Income was \$46,789,850

AN INCREASE OF OVER \$3,200,000

OUR 1964 INCOME DOLLAR

Where it
came from

How it
was used

Premiums
from
Policyholders

70.0¢

Net
earnings
from
Investments

30.0¢

100.0

Paid to
Policyholders
and
Beneficiaries

52.0¢

Invested
for
Policyholders

29.9¢

Taxes

1.6¢

Operating
Expenses

16.3¢

Shareholders

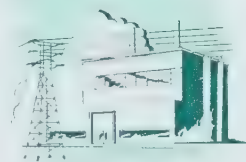
.2¢

100.0

ANALYSIS OF ASSETS December 31, 1964

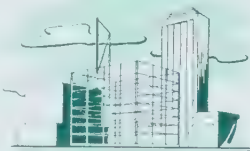
Bonds and Debentures

Government and Government Guaranteed	\$ 34,857,696 -	13.3%
Municipal	11,710,396 -	4.5%
Public Utility	22,404,693 -	8.6%
Other Corporation	30,173,971 -	11.5%



Stocks

Preferred	6,671,779 -	2.5%
Common	5,728,756 -	2.2%



Mortgages

Conventional	66,191,330 -	25.3%
Joint and Insured	53,937,110 -	20.6%

Real Estate

Held for Investment	5,549,283 -	2.1%
Head Office Premises	1,326,215 -	.5%



Policy Loans	16,695,111 -	6.4%
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Cash and Bank Balances	1,885,167 -	.7%
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Interest Due and Accrued	2,382,083 -	.9%
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Premiums Outstanding, Net	2,441,290 -	.9%
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TOTAL ASSETS	<u>\$261,954,880 -</u>	<u>100.0%</u>
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COMPANY OFFICES

Canada

CALGARY, ALTA., Addison House, 501-18th Avenue S.W., F. C. Lange, C.L.U.
CHARLOTTETOWN, P.E.I., 111 Grafton Street, R. W. Parke, C.L.U.
COOKSVILLE, ONT., 19 Dundas Street W., John Van Strien, C.L.U.
EDMONTON, ALTA., Imperial Bank Bldg., 9990 Jasper Ave., W. J. Monaghan, C.L.U.
FORT WILLIAM, ONT., 311 The Chapple Bldg., G. Symington, C.L.U.
HALIFAX, N.S., 1529 Dresden Row, L. A. Wilson, C.L.U.
HAMILTON, ONT., 155 James Street S., J. M. Phillion
KINGSTON, ONT., 162 Wellington Street, E. H. Hannah, C.L.U.
KITCHENER, ONT., 305 King Street W., L. O. Murray, C.L.U.
LONDON, ONT., 397 Dundas Street, William Brown
MONTREAL, P.Q., 2055 Peel Street, Germain Nepveu
MONTREAL, P.Q., 5801 Monkland Avenue, Robert Hill
MONTREAL, P.Q., 325-50 Place Cremazie, Jules Allard
MONTREAL P.Q., 101-790 Laurentien Blvd., Sam Shernofsky
NEW WESTMINSTER, B.C., 550 Sixth Street, Donald R. Sharpe
OTTAWA, ONT., 30 The Driveway, Edwin Thomas, C.L.U.
PETERBOROUGH, ONT., 121 George Street N., J. G. Goodfellow, C.L.U.
QUEBEC, P.Q., Price Building, Maurice Côté
REGINA, SASK., 2060 Broad Street, Fred M. Nagel
SAINT JOHN, N.B., Market Building, B. M. Flemming
ST. CATHARINES, ONT., 275 St. Paul Street, M. R. Phillion, C.L.U.
ST. JOHN'S, NFLD., 321 Duckworth Street, J. G. Shea, C.L.U.
SUDBURY, ONT., 161 Larch Street, Gail Williams
TORONTO, ONT., 410 Adelaide Street W., Sid Seligman C.L.U.
Associate Manager, H. J. Weiss, C.L.U.
TORONTO, ONT., 2 Carlton Street, R. K. Crouch, C.L.U.
TORONTO, ONT., 4214 Dundas Street W., A. D. McKerihen, C.L.U.
TORONTO, ONT., 234 Eglinton Avenue E., Charles N. Ransom
VANCOUVER, B.C., 101-1687 West Broadway, Dennis G. Cocke
VICTORIA, B.C., 702 Fort Street, F. A. H. Carbery, C.L.U.
WATERLOO, ONT., Waterloo Square, E. H. Heimpel
WINDSOR, ONT., 660 Ouellette Avenue, R. A. Howard, C.L.U.
WINNIPEG, MAN., 504 Power Building, S. C. Hodges



Manager Atlantic Provinces, Halifax, N.S., W. R. Chidley
Consultant Province of Quebec, Montreal, P.Q., Paul Baby

COMPANY OFFICES

United States

AKRON, OHIO, 44303, Suite 11 — 572 West Market Street, Charles R. Madigan
CAMDEN, N.J., 08102, 130 North Broadway, W. N. Litchfield
CLEVELAND, OHIO, 44115, B. F. Keith Building, T. E. Uhle
COLUMBUS, OHIO, 43209, 33 S. James Road, Ste. 301, Box 6565, Bertram Alper
DETROIT, MICH., 48076, 17220-A West Eight Mile Road, D. Schellenberg, C.L.U.
DETROIT, MICH., 48226, 1766 Penobscot Building, Moe Leiter
HARTFORD, CONN., 06105, 1049 Asylum Avenue, W. G. Oechslein
LANSING, MICH., 48933, Stoddard Building, J. D. R. Caldevey
NEWARK, N.J., 07102, 10 Commerce Court, H. P. Tasker
PHILADELPHIA, PA., 19107, 121 South Broad Street, G. W. Rose
PITTSBURGH, PA., 15222, 808 Park Building, H. Wallace Snyder
SEATTLE, WASH., 98101, 3326 White-Henry-Stuart Building, Ian Robertson, C.L.U.

Other

HAMILTON, BERMUDA, Reid & King Streets, G. E. G. Ratteray
KINGSTON, JAMAICA, 51 Duke Street, A. D. DeLeon
NASSAU, BAHAMAS, 34A Market Street, Edwin L. V. Deal

Group

CALGARY, ALTA., 501-18th Avenue S.W., John Iruen
CLEVELAND, OHIO, 44115, B. F. Keith Building, Kenneth Lechner
HALIFAX, N.S., 1529 Dresden Row, H. C. Hopper
MONTREAL, P.Q., 3333 Cavendish Boulevard, Ian Eisenhardt
NEWARK, N.J., 07102, 10 Commerce Court, A. Anderson
PHILADELPHIA, PA., 19107, 121 South Broad Street, W. Claflin
TORONTO, ONT., 410 Adelaide Street W., H. L. Coggan
VANCOUVER, B.C., 101-1687 West Broadway, Joseph Tabbernor
WATERLOO, ONT., Waterloo Square, John Cubberley

Mortgage

CALGARY, ALTA., 501-18th Avenue S.W., B. L. Ritchie, Prov. Mgr.
EDMONTON, ALTA., 9990 Jasper Avenue, D. D. Brownlee, Mgt. Inspector
HALIFAX, N.S., 183 Hollis Street, Marcil Mortgage Corp., Agent
HAMILTON, ONT., 910 Pigott Building, P. A. Seagrove, Agent
LONDON, ONT., 397 Dundas Street, G. E. Arkell, Western Ontario Mgr.
MONTREAL, P.Q., 360 St. James Street W., Marcil Mortgage Corp., Agent
OTTAWA, ONT., 30 The Driveway, Wm. H. McCabe, Eastern Ontario Mgr.
QUEBEC, P.Q., 925 St. Louis Road, Marcil Mortgage Corp., Agent
TORONTO, ONT., 372 Bay Street, G. R. McBride & Co., Ltd., Agent
VANCOUVER, B.C., 303-1687 West Broadway, P. D. Peacock, Prov. Mgr.
VICTORIA, B.C., 680 Broughton Street, Ker & Stephenson Ltd., Agent
WATERLOO, ONT., 111 Westmount Road, M.D. McGill, Manager Mortgage Central

SERVING
OUR
POLICYHOLDERS



SINCE 1889

When it comes to insurance...it's

Dominion
for ***Life***



THE DOMINION LIFE ASSURANCE COMPANY, WATERLOO, ONTARIO

